

Community Risk Management Plan 2023: *Your London Fire Brigade*

Report to:
Commissioner's Board
Deputy Mayor's Fire and Resilience Board
London Fire Commissioner

Date:
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Report by:
Susan Ellison-Bunce, Assistant Director Strategic Planning

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For decision

For publication

I agree the recommended decision below.



Andy Roe
London Fire Commissioner

**This decision was remotely
Date signed on 21 December 2022**

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

Your London Fire Brigade is the London Fire Commissioner's Integrated Risk Management Plan (IRMP) as required by the Government's Fire and Rescue National Framework for England. In line with guidance from the National Fire Chiefs' Council, these are now generically referred to as Community Risk Management Plans.

Public consultation on the draft Plan was undertaken during June and July.

In accordance with the Mayoral Direction 2018, the Deputy Mayor for Fire and Resilience was consulted on the draft IRMP known as the Community Risk Management Plan (CRMP) on 7 September 2022. The Mayor's approval was sought in accordance with section 327G(2) of the Greater London Authority Act 1999 to provide the draft CRMP to the London's Assembly Fire, Resilience and Emergency Planning Committee (FREP), which then considered the CRMP on 19 October 2023. The Mayor took the decision on the CRMP on 5 December 2022.

This report considers the results of consultation, outlines the responses to the key points and themes raised during consultation and presents the final amended version of the Plan for approval.

Recommended decision

That the London Fire Commissioner:

1. approve the Community Risk Management Plan 2023: *Your London Fire Brigade*, attached at Appendix 1, having received the Mayor's approval and having noted and considered the requirements of the Fire and Rescue National Framework for England and the consultation feedback as summarised in this report in sections 2, 3 and 4.

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). 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 the community, 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 London Fire Brigade's (LFB) 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, LFB's workforce and representative bodies and partners; and
- be easily accessible and publicly available.

1.2 The IRMP for the LFC has previously 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 A draft CRMP was approved by the LFC (LFC-0704-CRMP) on 1 June 2022 for public consultation. This report provides an update on the communication, consultation and engagement activity on the draft Plan. It sets out the results of consultation and the themes which arose, providing a response to the points raised. The final version of the Plan is attached at Appendix 1.

2 Communication and consultation on the draft Plan

Overview

2.1 Consultation started on 30 May and closed on 25 July 2022, providing a consultation period of eight weeks. The aims of the consultation were to seek as many views as possible from residents, community groups, LFB staff, organisations and businesses on the detailed proposals in the draft Plan to inform the final content of the Plan and to meet the requirements of the National Framework to consult on integrated risk management plans. More detail about the approach to consultation is provided in Appendix 2.

2.2 An independent analysis of the results from the consultation was produced by TONIC and is provided at Appendix 3.

2.3 The key areas focused on in the consultation were the proposed actions that we will take to address the Assessment of Risk (our assessment of risk in London), the measures we will use to assess our success, the extent to which people feel the actions will reduce risk and the extent to which they would like us to undertake further engagement on proposals in the future.

2.4 An earlier consultation in September and October of 2021 on both the strategic intent which underpins the CRMP and the Assessment of Risk (AoR) had informed the content of the draft Plan.

2.5 In addition to the CRMP itself, the following documentation was made available to provide further information to consultees:

- Delivery Plan 2023-2029 – this provided more detail about the actions in the Plan

- Measuring Our Success – this provided more detail about the Performance Measures
- Assessment of Risk – the latest version, updated in response to the consultation in 2021
- Assessment of Risk covering report – this explained how the Assessment was amended
- Equalities Impact Assessment – this considered the equalities impact of the CRMP

2.6 No further information was requested by consultees.

2.7 Respondents to the consultation were encouraged to respond using an online questionnaire. This consisted of a series of 'closed' questions (where respondents were given a series of statements and a range of answers to choose from) and 'open' questions (where respondents were asked to write their views, ideas, suggestions and experiences in response to specific questions).

Respondents were guided towards the following channels to respond to the consultation:

- Talk London: An online survey platform for the public
- Tonic: An online survey platform for LFB staff and organisations
- Paper survey: Paper-based versions of the survey, primarily for the public
- Email: A dedicated LFB email address allowing anyone to respond by email or letter instead of the survey
- A freephone number was also set up to enable people to request a printed copy of the consultation document, or in another format or language

Learning from the 2021 consultation

2.8 Officers undertook to learn lessons from the CRMP consultation in 2021.

2.9 In the 2021 consultation we set out eight proposals for change to our approach in delivering services to our communities. We asked people to state how important they thought each statement was in enabling LFB to deliver a positive impact in the community. The majority felt that it was important for LFB services to be:

- Delivered by the right people with the right skills to the highest standard (88 per cent very, 10 per cent fairly important)
- Easy to access whether in person or online (75 per cent very, 20 per cent fairly important)
- Joined-up so that people get all the services they need from LFB regardless of how they first ask for help (72 per cent very, 23 per cent fairly important)
- Flexible - knowing London is always changing whether in size, its climate, its buildings or the incidents LFB attend (69 per cent very, 26 per cent 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 per cent very, 29 per cent fairly important)
- Locally planned and delivered from their buildings and their people in the community (64 per cent very, 25 per cent fairly important)
- A leader in the delivery of services focused on the people that may need them and benefit society more widely (61 per cent very, 28 per cent fairly important)
- Measured for the positive outcome they have on people's daily lives (57 per cent very, 32 per cent fairly important)

2.10 The majority of respondents also stated they were very confident (41 per cent) or fairly confident (42 per cent) that the goals set out by the Brigade were the right approach to enable the Brigade to understand and respond to the needs of London's diverse communities. In addition, people told us that they are interested in:

- Our regulatory work and how we hold building owners and decision-makers to account
- How we ensure we are inclusive and how we engage with under-represented communities
- Making sure our communication is accessible to all our communities

2.11 We received a number of comments in relation to the Assessment of Risk and made several amendments to the Assessment to incorporate those views. More detail about those responses and resultant changes were reported to the Commissioner's Board and the Deputy Mayor's Fire

and Resilience Board in May, alongside the revised Assessment of Risk.

Gap Analysis

- 2.12** A desktop gap analysis of responses to the previous consultation was undertaken to identify gaps in responses from those who have particular protected characteristics. The 2021 consultation showed a low response from the following communities:
- People who are unemployed or on low incomes
 - People with disabilities not in employment
 - People from Black, Asian and minority communities
 - People looking after children, who are not in employment
 - People who are in social housing
- 2.13** The gap analysis was used to underpin targeted engagement in the consultation on the full Plan. In addition, officers targeted those who live in high-rise properties, as there had been a number of recent high-profile fires in this type of accommodation and our subsequent work with those communities indicated concerns and interest in our plans amongst this group.
- 2.14** Some respondents to the previous consultation had challenged the questions that were used. Some people felt them to be expressed in "management speak" and others felt that the questions were "leading" and bound to be supported. Officers worked with colleagues at Talk London to make the questions for the consultation on the full Plan as meaningful as possible. It should be noted though, that as there were not considered to be any particularly contentious proposals in the Plan, it was thought likely that they would be largely supported by the public
- 2.15** Furthermore, as the analysis later in this report shows, there were proposals that were less well supported than others. It was therefore possible to compare comparative differences between the level of support shown to specific questions and this has informed how we have used the feedback we have received.

YouGov survey

- 2.16** Historically, response rates to Brigade consultations have been relatively low, although this is generally in line with other public sector consultation rates. Elsewhere, this report summarises the steps that were taken to increase the response rate on this occasion. However, to provide additional reassurance of the validity of the results received, officers commissioned a YouGov survey using the quantitative questions from the public consultation. The results of that survey are provided at Appendix 4.
- 2.17** An analysis of the response rates to the full survey showed that 1,339 respondents to the survey responded as a member of the public. This equates to 0.02% of the London population (from a total of 7,203,900 people aged 15+, from the 2021 Census data). Using a sample size calculator, this response size provides a 99% confidence level at a 3% margin of error, this would be seen as a good sample size at headline level for research.
- 2.18** However, some groups will be under-represented and some over-represented in this cohort and, more importantly, the public consultation open access process means that the respondents are a self-selecting sample and therefore it is not possible to say that this is representative of the general population and therefore results are not considered to be generalisable to the entire population of London.
- 2.19** We received responses from a much smaller percentage of people aged under 25 compared to the London population. However, the other age groups are either fairly close or overrepresented. The ethnicity data in the survey responses varied across platforms and the 2021 Census data on ethnicity is not due to be published until October this year, so it is not possible to reach a view on the extent to which the response rates were representative.
- 2.20** Officers have used the YouGov results to identify any quantitative questions where any ethnic group or people aged under 25 showed less than 70 per cent support for our proposals.

2.21 There was no difference significant enough for officers to feel it necessary to make a specific change to the Plan, however, this information will be provided to borough commanders so that they can take this into account as they work with their communities to develop local plans.

Community engagement approach

2.22 The promotion of the consultation amongst communities was in two parts. There was a central strand of work with the borough commanders to support their direct engagement with their local communities, supplemented by work of the community engagement team to target the under-represented communities from the Autumn 2021 consultation as listed above. This included holding some co-produced focus groups.

2.23 As well as getting important insight from communities to help shape the CRMP, this approach enabled LFB to continue to build relationships and trust as a foundation for future engagement and to increase the confidence of borough commanders to operate in a different way.

Borough Commander led events

2.24 The Community Engagement team provided borough commanders with support to design programmes of direct engagement with their local communities. This includes providing them with physical resources for their events and guidance and support on effective engagement.

2.25 Coaching was provided on how to run successful events, speak meaningfully with the public about the consultation and build on community relationships.

2.26 Over 200 events were attended or held by LFB across all London Boroughs over the consultation period. These included fire station open days, events and meetings run by local charities and faith groups, festivals and other community events. The estimated overall footfall of these was over 200,000 people (this includes 120,000 at the Lambeth Country Show), the level of detail of engagement was tailored to the specifics of each event.

2.27 The objective of these events was to build relationships within local communities, have a visible presence within the community and encourage people to respond to the public consultation.

Targeting underrepresented groups

2.28 The community engagement team carried out a programme of work targeting key groups who had been underrepresented in response to the Autumn 2021 consultation, including seldom heard and underrepresented communities.

2.29 Direct contact was made with the following organisations, informing them of the consultation and how to take part:

- deafPLUS
- Trellick Tower Tenants and Residents Association (TRA)
- Poplar HARCA TRA
- Silchester Estate TRA
- Friends in High Places
- Pepys Estate TRA
- Lancaster West (Grenfell Tower Estate) TRA
- East London Mosque
- West London Al-Manaar Muslim Cultural Heritage Centre
- The LFB Community Forum Steering Committee

2.30 As well as generating consultation responses this helped generate engagement opportunities such as a bespoke event for Muslim women at the East London Mosque on 20 June 2022.

Co-producing the focus groups

2.31 A focus group is a research method that brings together a small group of people to answer

questions in a moderated setting. The group is chosen due to predefined demographic traits and the questions are designed to shed light on a topic of interest. Focus groups are a type of qualitative research.

- 2.32** The community engagement team also ran three focus groups with the following organisations representing some of those underrepresented groups.
- Certitude London: London's leading adult social care provider for people with learning disabilities, autism and mental health needs offering support to 1,800 people in 17 London boroughs.
 - Hoarding UK: the only UK-wide charity dedicated to supporting people affected by hoarding behaviours.
 - Elop: a holistic lesbian and gay organisation that offers a range of social, emotional and support services to LGBT communities pan-London.
- 2.33** Each focus group was shown a presentation of the CRMP consultation. The presentation was adapted into a speech and language approved photo symbol easy read version for the sessions with Certitude and Hoarding UK to help those attending to fully engage with the process.
- 2.34** The focus groups were independently assembled by the partner organisations, who managed the invitations and sign-ups. Those who attended were not known to the LFB and had not been involved in any of our previous consultation or engagement work. Participation in each group was as follows:
- Certitude: Session held on 21 June 2022 at the community room at Hammersmith Fire station. Six people attended who registered their interest independently through Certitude. The group was for people with learning disabilities and/or autism.
 - Hoarding UK: Session held on 12 July 2022 on Zoom (at the request of Hoarding UK). Eight people who identify as having hoarding behaviour attended.
 - Elop: Session held on 13 July 2022 on Zoom (at the request of the group) 12 people from the LGBT+ community attended.
- 2.35** The major themes that came up during the focus groups were as follows:
- The need to understand communities in relation to their access to the LFB and their risk to fires. This was particularly relevant to those with learning disabilities, autism, and those with hoarding behaviours.
 - Communities raised specific risks relating to their disability/ neurodiversity.
 - Overall, attendees felt confident that the CRMP would help London to be a safer city over the coming years.
 - Attendees were positive about the general work of the LFB.
- 2.36** Officers are of the opinion that the proposals within the CRMP are sufficient to address the issues raised by those who attended the focus groups, so no specific amendments are recommended to the Plan. However, the insights and views from these sessions will be shared with borough commanders, as it will be important that we listen to and take account of the specific needs of these communities when developing our local plans.

Consultation accreditation

- 2.37** The Consultation Institute, an independent body of consultation specialists, carried out a Full Compliance Assessment of the CRMP consultation against their code of best practice. This involved a continuous dialogue with an assigned advisor during the development and delivery of the consultation and assessments at key points during the process by another independent assessor. The key points are:
- Scoping document sign-off
 - Project Plan sign off
 - Mid-consultation Review
 - Closing date Review and Analysis plan approval

- Analysis and Report sign-off

2.38 The Consultation Institute signed off the five stages of the consultation.

3 Responses to the survey

- 3.1** The consultation closed at midnight on 25 July 2022. After the deadline, responses were received from the Fire, Resilience and Emergency Planning Committee, the Fire Brigade's Union and the GMB. These responses have been included within the analysis of written responses from organisations set out later in this report and the FBU's response was received in time for it to be included in the analysis undertaken by TONIC. No other responses were received after the closing date.
- 3.2** 2,239 responses to the consultation questionnaire were received, with 1,339 (60%) from members of the public, 837 (37%) from London Fire Brigade staff, 48 (2%) who preferred not to say and 17 (1%) on behalf of organisations.
- 3.3** A total of 907 responses were received via LFB's Talk London online survey platform, 1,064 via TONIC's online survey platform, and 259 on paper survey forms. There were also 11 freeform email responses received from organisations and politicians.
- 3.4** Officers had intended to begin a separate consultation on a new approach to determining the location of aerial appliances. This has been postponed, pending further work to develop options. However, in some cases, respondents had heard that the location of aerials is under review and provided feedback in relation to that alongside their views on the CRMP. The TONIC report includes a section on these responses but they are not referenced in this report. The responses received will be taken into account as the more detailed options are developed. They will be considered more formally, alongside any additional consultation outcomes and reported at a later date.

Consultation outcomes

- 3.5** In summarising the views of consultees on the draft CRMP, officers have taken into account:
- quantitative outcomes from the answers to consultation questions;
 - the qualitative comments supplied in response to consultation questions;
 - the comments in other written (letter/email) responses; and
 - the comments raised in the focus group meetings.
- 3.6** The analysis and responses to points made during consultation is collated under the main consultation areas as follows:
- The Assessment of Risk (questions 1, 2)
 - The eight commitments (questions 3 – 10)
 - Allocation of resources to address risk (questions 11, 12)
 - Actions to improve building safety (questions 13, 14)
 - Respond to the needs of all communities and strengthen equality and diversity in the Brigade (questions 15, 16)
 - Performance measures, including attendance measures (questions 17 - 21)
 - Improving trust (question 22)
 - Other views on the issues raised in the consultation (question 23)
- 3.7** In the sections which follow there is a general introduction outlining the overall questionnaire responses (e.g. percentage in support of a proposal) together with any key issues highlighted by respondents (from comments made as part of the questionnaire, a written response and/or in a focus group) and officers' response to those points. Each section ends by outlining any amendments to the content of the Plan compared with the consultation draft and any further actions officers intend to take in response.

The Assessment of Risk

- 3.8** Respondents were asked to what extent they agreed or disagreed that the Assessment of Risk captured the risks that London Fire Brigade should respond to. The majority of members of the public (89 per cent), LFB staff (85 per cent), and respondents who preferred not to say (81 per cent) were in agreement with the statement.
- 3.9** Question 2 asked respondents to suggest any additional areas of risk they felt should be included.
- 3.10** Many of the additional risks put forward were already included in the Assessment, either expressly (e.g. houseboat fire) or by implication (e.g. industrial accidents, which are broken down and included by their cause or severity).
- 3.11** Risks that were not included and officers' responses to the suggestions are listed below:

Issue	Response
Road conditions/blocked access	This is not a risk that we would respond to and so is not included. The risks that could arise from this are already included (e.g. road traffic accident).
Cyber attack	This is not a risk that we would respond to. The risks that could arise from this are already included (e.g. civil unrest).
Food and water shortages	This is not a risk that we would respond to. The risks that could arise from this are already included (e.g. civil unrest).
Droughts	This is not a risk that we would respond to. We have continuity plans in place so that we are able to continue to provide a response in circumstances such as a water shortage.
Evacuation plans	This is not a risk we would respond to. The responsibility for preparing evacuation plans lies with the responsible person for that building.
Damage caused by strong winds	This is not a risk that we would respond to. The risks that could arise from this are already included (e.g. building collapse).
Internal risks (such as budget cuts)	We maintain an internal risk register and have arrangements in place to manage risks such as budget cuts.
Preparation for fuel crises	This is not a risk that we would respond to. We have continuity plans in place so that we are able to continue to provide a response in circumstances such as a fuel shortage.

- 3.12** Officers do not propose to make amendments to the Assessment of Risk at this time. However, the annual review of the Assessment is now under way and officers will consider how the presentation of risks could be improved to aid their visibility and understanding by the public.

The eight commitments

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

- 3.13** There were four questions about this commitment. The majority of members of the public (>90 per cent), LFB staff (>85 per cent), and respondents who preferred not to say what respondent type they were (>70 per cent) felt our proposals were important.
- 3.14** Officers do not recommend any changes to the proposals under this commitment.

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

- 3.15** There were four questions about this commitment. The majority of members of the public (>88 per cent), LFB staff (>90 per cent), and respondents who preferred not to say what respondent type they were (>71 per cent) felt our proposals to *Provide online resources that allow people to get answers to questions and find out more about services* and to *Develop a range of ways for Londoners to access non-emergency advice* were important.
- 3.16** Our proposal to *Make fire stations welcoming, accessible places where people can come for*

guidance and support received less support, (public >76 per cent, LFB staff >77 per cent, and respondents who preferred not to say what respondent type they were >60 per cent) although a majority were still supportive.

3.17 Our proposal to *Collect information from social media to understand Londoners' views of services to help improve them* received the least support of our proposals under this commitment, although a majority of respondents supported it overall (public >67 per cent, LFB staff >67 per cent, and respondents who preferred not to say what respondent type they were >46 per cent).

3.18 Officers do not recommend any changes to the proposals under this commitment.

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

3.19 There were three questions about this commitment. The majority of members of the public (>92 per cent), LFB staff (>90 per cent), and respondents who preferred not to say what respondent type they were (>75 per cent) felt our proposals were important.

3.20 Officers do not recommend any changes to the proposals under this commitment.

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

3.21 There were four questions about this commitment. The majority of members of the public (>88 per cent), LFB staff (>88 per cent), and respondents who preferred not to say what respondent type they were (>73 per cent) felt our proposals to *Ensure LFB staff can easily identify needs of people using services and offer the right services and solutions* and to *Provide support to people directly involved in an incident and others affected by it, to support recovery* were important.

3.22 Our proposal to *Increase awareness of services offered and ways to reach LFB* received slightly less support, although a majority of respondents supported it overall (public >88 per cent, LFB staff >87 per cent, and respondents who preferred not to say what respondent type they were >63 per cent).

3.23 Our proposal to *Provide live updates on incidents to London's communities* received the least support of our proposals under this commitment, although a majority of respondents supported it overall (public >82 per cent, LFB staff >74 per cent, and respondents who preferred not to say what respondent type they were >58 per cent).

3.24 Officers do not recommend any changes to the proposals under this commitment.

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

3.25 There were varying degrees of support in response to the five proposals under this commitment.

3.26 The proposal to *prioritise staff health and safety and support staff throughout their careers* received strong support from all groups of respondents (public 95 per cent, LFB staff 97 per cent and respondents who preferred not to say what respondent type they were 83 per cent).

3.27 The other four proposals received support from the public (>83 per cent) and LFB staff (>79 per cent) but received less support from respondents who preferred not to say what respondent types they were. The proposal to *Improve recruitment and retention to ensure workforce reflects the city's diversity* was only thought to be important by 50 per cent of these respondents and the proposal to *Increase talent and diversity of our workforce to help shape LFB culture* was only thought to be important by 52 per cent of them.

3.28 Officers do not recommend any changes to the proposals under this commitment.

Commitment 6: We will work together to provide the best possible services to meet your needs and Commitment 7: We will be driven by evidence to give you the value you expect

3.29 The three questions in this section covered the proposals under both of these commitments. Questions relating to the proposals under these commitments were merged to aid understanding.

3.30 There were three questions about these commitments. The majority of members of the public (>88 per cent), LFB staff (>89 per cent), and respondents who preferred not to say what

respondent type they were (>73 per cent) felt our proposals were important.

3.31 Officers do not recommend any changes to the proposals under this commitment.

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

3.32 There were varying degrees of support in response to the four questions under this commitment.

3.33 The proposal to *Work with other fire and rescue services to identify good practice and introduce consistent ways of* received strong support from all groups of respondents (public 93 per cent, LFB staff 92 per cent and respondents who preferred not to say what respondent type they were 75 per cent).

3.34 The other three proposals received widespread support from the public (>81 per cent) and LFB staff (>73 per cent), but received less support from respondents who preferred not to say what respondent types they were. The proposal to *Evaluate which services deliver the most and least value to prioritise resources that make people safest* was only thought to be important by 69 per cent of these respondents. The proposal to *Work with other organisations to deliver wider benefits to communities even outside of usual responsibilities* was thought to be important by only 50 per cent of those respondents and 40 per cent thought it not important. Our proposal to *Deliver services in an environmentally sustainable way* was only thought to be important by 60 per cent of those respondents.

3.35 Officers do not recommend any changes to the proposals under this commitment.

Allocation of resources to address risk

3.36 Questions 11 asked about the extent to which people were satisfied with the proposed allocation of resources to reduce risk in London and question 12 provided an opportunity for respondents to add any other comment in support of their answer to question 11.

3.37 More than half of members of the public (69 per cent) LFB staff (55 per cent), and respondents who preferred not to say what respondent type they were (56 per cent) felt satisfied that the proposed allocation of resources would address risks in London. Fewer than 15% of each group said that they were dissatisfied with this.

3.38 695 people provided further commentary in response to question 12. Most of the respondents to this question were members of the public (473, 68 per cent) and 222 (32 per cent) being Fire Brigade staff. The themes raised were as follows.

3.39 In general, among the 695 who responded to this question, members of the public were much more likely to express the desire for an increase in fire stations and slightly more likely to desire an increase in fire engines and equipment, while Brigade staff were more likely to desire an increase in staff numbers, investment and training.

3.40 Staff were also much more likely, at a ratio of five to one, to state that they felt the current service was overstretched and unable to cope with the demands placed upon it, with some highlighting the effects of previous cutbacks, as well as effects on staff morale and mental health.

3.41 Although the Plan confirms our intention to maintain the current number of fire stations, appliances and firefighters, around 7 per cent still believed that there would be reductions and that this would be detrimental to the protection offered to London. There were also many respondents who believed that the current level of resource would be insufficient to meet rising demand from population growth, building safety work and to deal with the impact of increasing traffic congestion.

3.42 There were a small number who felt they would have needed to have had much more information made available to them in order to properly answer the question in an informed and useful way, including having access to data on how response times had been affected by previous changes to resources and resource allocation, such as fire station closures, removal of units, and the moving of units and other equipment from one station to another.

- 3.43** Officers did not receive specific requests from respondents during the consultation for this additional information. However, recent attendance performance was included within the supporting document: *Measuring Our Success 2023 – 2029*. It is also available on the London Datastore, with the relevant report being returned as the first search result from a Google search for "London Fire Brigade attendance times".
- 3.44** Whilst these views of concern and fear for the future, as well as those expressing the wish for increases in investment and staff numbers, featured prominently within the responses to question 12, they still represented a minority of responses as a whole.
- 3.45** Officers do not recommend any changes to the allocation of resources as a result of the consultation.

Actions to improve building safety

- 3.46** Questions 13 asked about the extent to which people were satisfied that the proposals would improve fire safety in buildings and question 14 provided an opportunity for them to add any other comment in support of their answer to question 13.
- 3.47** Question 13 was answered by 1,969 respondents – 1,159 members of the public, 762 Brigade staff, and 48 who preferred not to say.
- 3.48** Most members of the public (75 per cent), LFB staff (62 per cent), and respondents who preferred not to say what respondent type they were (56 per cent) felt satisfied that the proposed improvements to fire safety in buildings will address risk in London. Fewer than 15 per cent of each group said that they were dissatisfied with this.
- 3.49** 566 respondents chose to provide further information in response to question 14, with 399 (70 per cent) being members of the public and 167 (30 per cent) being staff. The themes raised were as follows.
- 3.50** The most common single theme highlighted by respondents was one of support for the proposed improvements to building safety standards, with around one in five of the public who responded to this question and one in ten of Brigade staff who responded to this question stating that they felt the planned changes would contribute a major benefit in addressing fire risk and prevention and that it is crucial the changes are implemented promptly.
- 3.51** There were many concerns that the Brigade's current and future legislative powers may not be strong enough to bring about meaningful change; questions around the levels of cooperation and support that could be expected from landlords, business owners, councils and property developers; and questions about the capacity and capability of the available resource for this work.
- 3.52** There was some concern that fire safety tasks were not suited to firefighters and some encouraged the creation of dedicated fire safety teams. Some also felt that the issue of inspections, legislation and enforcement was a job that existed outside the LFB's remit and that it would be one best undertaken by the creation of a dedicated outside agency.
- 3.53** Some respondents felt that safety standards in high-rise buildings were not given enough priority in the plan, some expressing concerns that dangerous cladding and other flammable materials were still present in residential buildings.
- 3.54** Officers welcome the level of support shown for the proposals and note the concerns expressed. Officers will continue to work with the new building safety regulator to seek to address these concerns. New sections and additional information on our role in fire safety and how our work aims to reduce risk in London have been added to the Plan in response to the points raised.

Responding to the needs of all communities

- 3.55** There were three parts to question 15.
- 3.56** The first asked the extent to which respondents agreed that that the Plan would enable the Brigade to provide services that respond to the needs of all communities. This was answered by

1,976 respondents – 1,172 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. Most members of the public (82 per cent) and LFB staff (77 per cent) felt that the plan will enable LFB to provide services that respond to the needs of all communities. Nearly half of respondents who preferred not to say what respondent type they were (48 per cent) agreed with this, whilst 27 per cent disagreed.

- 3.57** The second part of the question asked how much respondents felt the Plan will strengthen LFB leadership on equality and diversity.
- 3.58** This question was answered by 1,967 respondents – 1,153 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. The majority of members of the public (71 per cent) and LFB staff (67 per cent) felt that the plan will strengthen LFB leadership on equality and diversity. However, only a third of respondents who preferred not to say what respondent type they were (33 per cent) agreed with this and 42 per cent disagreed.
- 3.59** The third part of the question asked how much respondents felt the Plan will result in a workforce that reflects the diversity of London.
- 3.60** This question was answered by 1,969 respondents – 1,165 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. The majority of members of the public (73 per cent) and LFB staff (63 per cent) felt that the plan will achieve a workforce that reflects the diversity of London. Around a third of respondents who preferred not to say what respondent type they were agreed (35 per cent) with this and 38 per cent disagreed.
- 3.61** Question 16 asked respondents for their ideas about what else the Brigade could do to understand and work with communities to make them feel safer.
- 3.62** Primarily, respondents encouraged more development of open days, events and outreach programs that increased the level of connection and interaction between the London Fire Brigade and the communities it serves, particularly in using schools, places of worship, community centres and notable individuals.
- 3.63** Some stressed the need to advertise these events widely and in a timely manner, and a few respondents also stated that they felt fire stations were not seen as being as approachable as other emergency services. There were ideas such as creating "shop front" offices in the high street and the creation of a non-emergency number, which is included as a proposal within the Plan.
- 3.64** Regarding diversity, there were some who felt that within the Brigade those at management level were not representative of the ethnic spectrum of the communities they served, while a significant number of respondents expressed concern that the push to meet diversity quotas among frontline workers may have had compromising effects on the quality of service and protection they received. They stated that the best way to make communities feel safe was to always ensure that the most skilled people were doing the job, regardless of their ethnicity or gender.
- 3.65** When devising local plans, officers will include consideration of the additional ideas put forward to improve community engagement. Officers also note the perception that improving diversity of the workforce could compromise the quality of the services provided and will consider how to provide reassurance to communities that this is not the case. Officers are of the view that the existing proposals allow them to address the key points raised and no changes are proposed at this time.

Performance measures, including attendance measures

- 3.66** Questions 17 to 21 asked for respondents' views on the proposed performance measures and specifically the proposal to remove a measure of attendance to emergencies.
- 3.67** The first question asked about the extent to which respondents were satisfied that the core performance measures set out in the Plan would enable them to see if we are meeting our commitments. This question was answered by 1,921 respondents – 1,136 members of the public, 737 staff, and 48 who preferred not to say. Most members of the public (79 per cent) and staff (62 per cent) agree that the information would provide a way for the public to see whether LFB

are meeting their commitments, whilst nearly half (46%) of respondents who preferred not to say what respondent type they were also agreed.

- 3.68** Question 18 provided an opportunity for respondents to add further comments about performance measures. Fewer than a quarter of those who responded to question 17 responded to question 18. Of those that did, many were highly critical of the measures, describing them as being meaningless, politically motivated, ill-explained, or beyond the control of the Brigade and, therefore, not true indicators of the Brigade's performance.
- 3.69** Some wanted to know how the figures had been arrived at and some questioned how extraordinary events such as the fires resulting from the 2022 heatwave would be taken into account. Some suggested that they measured quantity over quality or that they would reduce time spent on other important activities, such as training.
- 3.70** In addition, there was some opposition to the proposal to publish the figures every three months, either because they believed there would be little change in that time or because of the administrative costs.
- 3.71** There were a number of suggestions for performance measures, some of which are already in use internally. Officers will consider these suggestions as part of the development of our more detailed reporting and will seek to reduce the likelihood of unintended consequences arising from focussing on specific areas of performance by identifying a balanced suite of measures across key activities. In the light of this and other comments on the administration costs arising from monitoring and reporting of performance, officers will determine the extent to which additional performance information will be published and with what frequency.
- 3.72** Questions 19 and 20 sought views on the proposal to remove the attendance standard to get a fire engine anywhere in London within 12 minutes. The target for this measure is currently 95 per cent. There are three other core measures of attendance performance and there were no proposals to change those measures.
- 3.73** Question 19 asked respondents to rank the four attendance measures in order of importance. 1,515 respondents – 797 members of the public, 670 Fire Brigade staff, and 48 who preferred not to say responded to this question. Staff ranked the 12 minute measure the lowest. Both the public and respondents who preferred not to say what respondent type they were, ranked it as the highest.
- 3.74** Question 20 asked for the extent to which respondents agreed with the proposal to remove the measure. 1,910 responded – 1,130 members of the public, 732 Fire Brigade staff, and 48 who preferred not to say.
- 3.75** There were mixed views about the proposal to remove the target. LFB staff opinion was fairly evenly spread between the options, with 39 per cent agreeing, 31 per cent disagreeing and 30 per cent stating that they did not know. Nearly half of the public agreed with the proposal to remove the target (47 per cent) with 23 per cent disagreeing. Amongst those who preferred not to say what respondent type they were, 29 per cent agreed with the proposal to remove the target and 54 per cent disagreed.

4 Responses from Organisations

- 4.1** There were 17 responses from organisations, one of which was received too late for its incorporation into the independent analysis report by TONIC, but the points raised have been included here. All organisational responses received have been considered.
- 4.2** Officers took a more rigorous approach to verifying whether individuals were responding on behalf of their organisation or not, and erred on the side of caution, which may partly explain the low response rate.
- 4.3** Appendix 2 provides more detail about the extent to which borough commanders drew the consultation to the attention of their local authorities and partners. This, together with the

community engagement with under-represented and seldom heard groups, means that officers are of the view that organisations had sufficient opportunity to provide a response and are satisfied with the number of responses received.

- 4.4 However, it will be important that local authorities, businesses and partners are involved, alongside communities, in the development of the local plans that will be delivered under Commitment 1. Explain how there will be further opportunities to be involved – development of local plans will need to involve partners as well as communities. Something about how we will involve stakeholders pan-London? E.g. in the assessment of risk?
- 4.5 Organisations' responses showed broad support for the direction of travel in the CRMP and offered a number of suggestions for further improvement. Officers will write back separately to each organisation and arrange follow up meetings where relevant. A summary of the points raised by each organisation and our response is set out below.
- 4.6 The following organisations chose to respond by letter.

London Assembly Liberal Democrat Group

- 4.7 They supported the performance measures, the four pillars and the eight commitments and voiced support that the plan "outlines comprehensively the main risks the LFB need to prepare for", welcoming the focus on building safety. They also praised recent engagement events.
- 4.8 Areas for improvement included: greater focus on UK and international learning from terror-related risks; acknowledgement of increased levels of working from home following COVID-19; greater focus on a flood strategy; more information and detail on how the LFB will be monitoring and working to understand changes in the built environment; more information about changes to fire safety legislation; specific commitments regarding lithium-ion batteries: a commitment to ensure the diversity of the cadet programme is reflective of London; more detail on community engagement and how we will make provision of materials in a wider range of formats and languages and increasing involvement of local politicians.
- 4.9 In response, the CRMP has been expanded to include more information on fire safety, a new section on national resilience, which includes information about our preparation for responding to terrorist incidents, a new section on emerging risks, including alternative fuels and more on the built environment and usage changes since COVID-19. The other suggestions for improvement are also welcomed and officers will consider how best to take these forward in the implementation of the plan.

New Addington Pathfinders

- 4.10 They supported the focus that the CRMP has on "building trust and better preparedness for fires in high rise blocks" and made an offer of working together with LFB going forwards to implement community engagement goals.
- 4.11 They queried why they are no longer receiving arson notifications, as they have an extensive reach across their local communities and also seek the reinstatement of schemes such as Crossfire and Fire Safety Challenge - "As residents, we would love to see these projects resurrected, and welcome regular community engagement back again."
- 4.12 Officers view is that changes to the CRMP are not required in response to these points, but officers will respond directly to New Addington Pathfinders.

Action Disability Kensington and Chelsea (ADKC) – Access Group

- 4.13 They offered their support for the CRMP and to work together with LFB on plans to make London more accessible for everyone and fully inclusive of disabled people.
- 4.14 They presented a number of suggestions to help mitigate against the risk disabled and elderly people and their families are exposed to in terms of the danger of fire and not being able to properly deal with daily tasks and routines. These included: full consideration of our Equality Impact Assessment findings as we implement the CRMP; improving access to LFB services for disabled people, a call for greater awareness-raising, training and prevention activity with key

groups and a request to improve signage and accessibility of fire assembly points.

- 4.15 Some of these points have been addressed in the amendments to the sections on fire safety in the CRMP and officers will address the remaining points directly with the organisation. Equality impact assessments are undertaken on all Brigade projects and an overarching equality impact assessment for the CRMP is appended to this report.

Heathrow Airport Ltd

- 4.16 Heathrow Airport Ltd.'s response includes detailed and considered points on our approach to the Assessment of Risk and its relationship with our response strategy. Officers will offer a meeting to discuss these points in more detail and an opportunity to be more involved in the annual review of the Assessment of Risk which is underway.
- 4.17 They welcomed "the opportunity to respond to this consultation and continue to value the close relationship it has with LFB both in operational planning and response terms as well as in respect of its fire protection enforcement role."
- 4.18 They affirmed their offer to work with LFB as a "willing partner and/or location to research or trial any of its new operational or organisational practices or to assess their effectiveness."
- 4.19 They also welcomed the focus on building complexity and density
- 4.20 With regard to assessment of risk, they suggest improving the measure for assessment of property or place led risks away from just the number of pumps used, to ensure "wider consequence" assessment to ensure that a relatively small or medium sized incident could be seen as important due to the impact it would have, for example a fire at "a major transport hub could have a major wider consequence effect on the capital or the UK as a whole."¹ They also suggest a greater focus on "those Fire Service duty scenarios that are deemed high consequence but are low (or very low) in frequency", and suggest that "effective operational pre-planning in its more complicated operational environments should carry greater attention" in the CRMP2.
- 4.21 They feel that although the delivery plan is "the most useful in terms of how it sets out some more specific and tangible work streams for LFB now and in the future", that it is too "organisationally internal in nature and so can again leave an external reader less informed about future plans." They also request further information about Programme 3 (on page 11 of the delivery plan) as it develops.
- 4.22 They feel that fire protection and enforcement and operational appliance deployment require further detail in the CRMP.
- 4.23 In response, in addition to the offer of meetings to help shape the revisions to the Assessment of Risk and to discuss issues around response and partnership working, further detail has been added to the CRMP about our current services.

Merton Conservatives

- 4.24 They offered general support for the CRMP, specifically welcoming "greater engagement with the community" and "improvements to the prevention, protection and response services".

Royal Borough of Greenwich

- 4.25 They welcomed the opportunity to consult and that local resident's views are shaping the CRMP. They also offered to "...support the LFB's engagement with our tenants and leaseholders through our Tenancy Participation team, to raise awareness of and get feedback on matters that are important to them".
- 4.26 They highlighted the importance of working in partnership with social care teams within local authorities around risk assessments in supported living provision, identifying and risk assessing for mitigations residents who are hoarding or self-neglecting, and offering employment opportunities to residents with Learning Disabilities and Autism.

¹ They reference points C(i) and C(ii) from their (Heathrow) response to the 2021 LFB consultation

² They reference section F from their (Heathrow) response to the 2021 LFB consultation

4.27 Changes made to the fire safety sections in the CRMP address some of these points and officers will offer to meet to discuss specific ways in which we can work more closely together.

Ellie Reeves, Member of Parliament (MP) for Lewisham West and Penge

4.28 The MP showed general support for LFB's consultation with communities, welcoming the return of school visits and community walkabouts after COVID-19 pandemic restrictions and supporting adequate "investment in kit and equipment".

4.29 The MP suggested that building trust between communities and LFB could be further achieved through more clear and direct communication with communities "about what LFB is doing outside of emergency services" and "follow ups after LFB attend a scene ... ensuring lines of communication are always open for the public to ask questions or just give their thanks." The MP suggests this could be achieved through greater use of social media and TV advertising.

4.30 The MP would like to see greater wellbeing support for LFB staff – engaging with their community and receiving mental health support due to stress and trauma they experience.

4.31 The MP would welcome "an independent body which holds LFB accountable... would speak volumes to the public and show that Londoners are at the heart of the service provided by their Fire Brigade Units."

4.32 In response, officers welcome the support from the MP, especially in relation to her support for our proposals in commitment 2 to improve channels of communication and increase awareness of the services we offer; in commitment 4 to improve the support we offer before, during and after an incident; in commitment 5 to further improve the wellbeing offer to staff. A section on assurance has been added to the CRMP to highlight the level of scrutiny and challenge that the Brigade receives.

Councillor Cartwright, Chairman of the Public Protection and Enforcement Committee, London Borough of Bromley

4.33 Councillor Cartwright endorsed the Assessment of Risk policy document as "an acceptable, detailed document covering operational risk identification and analysis",

4.34 However, this is tempered with the view that "there is no mention of how you intend to manage those risks either here in this policy document or in the main consultation report" and that in spite of "significant effort [being] put into trying to involve the local community in this consultation..." it has only resulted in "... an extremely low number of responses."

4.35 The Councillor raised further concerns about the CRMP, which included: that it is inadequate in "identifying, planning for, and managing risk"; that there was insufficient detail on operational improvements and on how recommendations from recent public enquiries would be addressed; that further detail be added about "how the LFB will balance its budget in these financially difficult times and still provide an effective and fit for purpose operational service"; that greater importance to be put on operational training, skills and competence, and quality assurance; that there be mention of the recently published Government White Paper on the future of the fire service which he felt was not addressed in the CRMP; that there should be performance measures to measure operational performance; that there should be greater emphasis on core responsibilities and prioritising health and safety; he felt that the CRMP's community commitments do not "align themselves with operational efficiency of the LFB" and noted a lack of focus on LFB control and mobilising systems, which he felt are "crucial to public confidence and the efficiency of the LFB".

4.36 Given the concerns raised, officers have already written to Councillor Cartwright and offered to meet to talk through these concerns in more detail. Specifically, officers acknowledged that the CRMP is very different to previous London Safety Plans as it has been developed with input from the communities we serve, confirmed that it is our belief that Londoners expect and want to be more involved in the design and delivery of safety plans and confirmed where in the plan and supporting documentation, the Councillor would wish to see more detail which may address some of his concerns.

4.37 Amendments to the CRMP post-consultation to address his concerns further include the new sections on fire safety, national resilience and assurance and further detail added where appropriate to address specific points, for example, how we will learn from recent enquiries and that we are awaiting the outcome of the Government's consultation on the White Paper.

4.38 Officers have been meeting regularly with all the representative bodies throughout the development of the CRMP and have valued the input provided in those meetings. Two of the unions chose to respond to the consultation.

Fire Brigades Union

4.39 In the Fire Brigade Union's (FBU) response, they were supportive of: the inclusion of performance metrics in the CRMP; the references to equality, diversity and inclusion and noted they would "...continue to monitor fairness of application in how this is achieved"; the focus on community trust, climate change and the built-environment and they also noted "the clarity around the number of pumps and stations which is a welcome line in the sand".

4.40 Suggested areas for improvement included: that performance metrics should not change over time, noting that "targets cannot always be achieved for a host of reasons"; that response times "should be measured from the time call is received at control", stating that this is "a foundational issue around trust with the public"; that there should be a greater link between Home Fire Safety Visits and dwelling fires, fire injuries and fire deaths."; that there should be acknowledgement that low pay "will and does affect our recruitment and retention" and that this results in many staff living outside of London which "impacts ownership" and how to "ensure cohesion within community".

4.41 They sought more "...acceptance of high stress and acute experience being solely in the operational arena and not in the day to day running of a service"; more emphasis on safe systems of work, especially in relation to resourcing of incidents; whilst they welcomed confirmation that the number of fire engines and stations would be maintained, they raised concerns about current establishment levels and how gaps would be filled.

4.42 In the Assessment of Risk, they would like to see "greater emphasis placed on the public's perceived risks" as "this is a psychological safety that we must not overlook."

4.43 They go on to ask for clarity around some of the budget examples, case studies and figures used. Suggesting that "the [CRMP] document lacks an understanding around governance." And note that FBU members would find the CRMP "hard to connect with in its current format" and that the delivery plan "feels altogether too complex and unreadable for many", lacking detail on LFCs governance arrangements, giving no dates for project delivery, and not aligning the targets.

4.44 They would "like to see the CRMP as it was intended which was to set standards as per the IRMP requirement", also recommending that a "corporate plan" is needed to ensure its proper application.

4.45 Director Fiona Dolman and Assistant Commissioner Jon Smith have already offered a meeting with the FBU to discuss their concerns in more detail and to hear their views about how we can make the CRMP more accessible to their members. Additionally, amendments have been made to the CRMP which officers hope will address many of their points, in particular, the additional information on current services and amendments to the finance section. The Brigade already publishes performance on attendance times from time the call is received by Control. A more detailed delivery plan for 2022/23 is available on our website and this will be updated once the CRMP is approved.

GMB

4.46 The GMB were grateful for the effort to involve them in the development of the plan and responded formally to confirm that they had no further issues or concerns.

4.47 The following organisations responded to the survey itself.

NHS England – London

- 4.48 Their response showed general support for the majority of proposals in the CRMP, with the exception of being "fairly dissatisfied" that the proposed allocation of resources will address risks in London. They did not feel there were any other risks or events that LFB need to prepare for. "LFB is already doing a lot to address risk in London, as part of the London risk assessment process. It is the unknown risks that pose the issue."
- 4.49 They felt LFB's proposed improvements would help to mitigate risks around the situation that "general low level fires are less frequent but bigger incidents are becoming more apparent and having a greater impact".
- 4.50 They neither agreed nor disagreed with the proposal to remove the fourth attendance measure.
- 4.51 They suggest that the Plan does not address "what LFB will do when it meets resource capacity limits, such as the recent major incident declaration, July 2022" and would like to see more focus on ensuring that the CRMP is measurable in order to ensure LFB is meeting its commitments.
- 4.52 Officers are currently reviewing the Assessment of Risk and will involve partners in its development over the coming months. We will include NHS England to understand how we can work together more closely, respond to and prioritise risk, especially during a major incident. The fourth attendance measure is being retained.

Environment Agency

- 4.53 Their response showed general support for all proposals in the CRMP. They welcomed references to climate change in the CRMP and suggest that "addressing flooding will be prioritised well, especially with the new data regarding the issue."
- 4.54 With regard to removing the '12 minute' target from future plans, their response was "don't know".
- 4.55 They suggest references to flooding are "too vague" and suggest that using phrases such as "'Surface Water Flooding' 'Groundwater Flooding' 'Fluvial or Coastal Flooding' could be more descriptive and emphasised as risks to London." They go on to suggest that better links with communities and better partnership working "to identify specific risks to communities and working with Local Authority Emergency Planners will assist information in multi-agency response plans to help prepare, act, respond and recover from incidents in a safer environment and co-ordinated response." They would like to see more detail on how these ambitions will be achieved and prioritised.
- 4.56 They suggest that as the London area covers a huge amount of risk, "ongoing review of risk assessments and prioritising risks due to current/potential hazards and threats will assist allocation of resource."
- 4.57 They suggest that there is benefit in LFB learning from ongoing reviews, ensuring lessons learned are put into practice, and sharing information with other Fire Brigades through initiatives such as the Joint Organisational Learning (JOL Online etc.).
- 4.58 In response officers welcome the acknowledgement of the value of JOL, which the Brigade uses widely. Whilst we acknowledge the importance of distinguishing the different causes and types of flooding, this level of detail is not thought to be required in the CRMP itself.
- 4.59 The differences in risk posed by different types of flooding will be explored further as part of the current review of the Assessment of Risk. We plan to involve partners in its development over the coming months and will invite the Environment Agency to feed into that review. The fourth attendance measure is being retained.

Haberdashers' Crayford Academy

- 4.60 Their response showed general support for the majority of proposals in the CRMP, although they felt the following proposals were less important: developing a range of ways for Londoners

to access non-emergency advice; making fire stations welcoming, accessible places where people can come for guidance and support; ensuring LFB staff can easily identify needs of people using services and offer the right services and solutions; evaluating which services deliver the most and least value to prioritise resources that make people safest; and delivering services in an environmentally sustainable way.

- 4.61** They were "very dissatisfied" that the proposed allocation of resources will address risks in London and expressed concerns about Government funding cuts impacting on the quality of frontline services, such as LFB. "The LFB do an amazing job and many people owe their lives to them but the allocation of resources will never be adequate when there are simply not enough stations to go around."
- 4.62** They were "fairly dissatisfied" that the proposed improvements to fire safety in buildings will address risk in London and would like LFB to offer schools fire risk assessments on their buildings as they feel they cannot necessarily have as much trust in the private sector to perform this function.
- 4.63** With regard to removing the fourth attendance measure from future plans, their response was to neither agree nor disagree.
- 4.64** In response, officers note their concern around the impact of budget pressures on front-line services and would point to the reassurances in the Plan of our intention to maintain the current number of fire stations, appliances and firefighters. Officers also note their desire for the Brigade to offer risk assessments to schools. This is not a service we currently offer as this could conflict with our statutory role to enforce fire safety legislation, however, we will keep this position under review. As mentioned above, the fourth attendance measure will be retained.

Bexley Deaf Centre

- 4.65** Their response showed general support for all proposals in the CRMP. In particular, they offered to help with any advice or deaf awareness to LFB going forward, noting their history of working successfully with local stations and crews. Their response was undecided about whether they agree that the proposed provision of information would provide a way for the public to see if LFB are meeting their commitments. With regard to removing the fourth attendance measure from future plans, their response was to "strongly agree".
- 4.66** They emphasise the challenge of engaging with all communities across London and suggest that "working closely with the voluntary sector will be the key to success with this as these organisations already have really good links within these communities."
- 4.67** They would like to see more detail about how things would be made safer for the deaf community, and specifically would like to see information from LFB available in British Sign Language (BSL), referencing that the BSL Act, which has now been passed in Parliament, will mean LFB should be "considering this in more detail when setting out any future policy."
- 4.68** In response, references to the importance of closer working with and through partners in the voluntary and other sectors have been added to the plan, along with contact details for those wishing to obtain versions of the plan in alternative formats or languages. Officers will also seek a meeting to identify further opportunities to work together.

Justice 4 Grenfell

- 4.69** Their response showed general support for all proposals in the CRMP, stating that "the plan will begin to build greater public confidence" and that it "sets out real change and it is clear that great consideration has been given to previous experience and lessons learnt." With regard to removing the fourth attendance measure from future plans, their response was to "strongly agree".
- 4.70** They are concerned about how public spending cuts will affect the services LFB can offer and want the plan to set out "what has been identified as lesser priority if resources were to be cut.". They also acknowledge that LFB will need "political will and government policy changes to support its delivery."

- 4.71 They would like to see community engagement made into a measurable performance objective for all LFB personnel. They also feel KPIs for LFB should also include qualitative ones as well as statistical ones.
- 4.72 They would like to see information from LFB made available in the full range of languages used by London's communities
- 4.73 In response, officers note their concern around the impact of budget pressures on front-line services and would point to the reassurances in the plan of our intention to maintain the current number of fire stations, appliances and firefighters. The CRMP also now notes that the current financial uncertainty and acknowledges that there may need to be further prioritisation of proposals within the plan.
- 4.74 Officers will involve Justice 4 Grenfell and other community groups in the development of the two new measures around community satisfaction and impact so that they consider qualitative aspects as well as quantitative ones. Contact details for those wishing to obtain versions of the plan in alternative formats or languages have been added to the CRMP.

Florence Road Residents' Group

- 4.75 Their response showed general support for the majority of proposals in the CRMP and suggested that it covers the major risks faced, and "if all are addressed it will make a far safer London." They support the overall approach, saying that "improving safety, listening to residents' concerns and ideas, working with other groups and increasing diversity in the force are all good plans for the future."
- 4.76 However, they felt collecting information from social media to understand Londoners' views of services to help improve them and increasing awareness of services offered and ways to reach LFB were "not very important".
- 4.77 They were generally undecided about the following proposals: to improve recruitment and retention to ensure workforce reflects the city's diversity; to increase talent and diversity of our workforce to help shape LFB culture; to improve staff wellbeing and be inclusive of diverse needs; to prioritise staff health and safety and support staff throughout their careers; to improve team working and reduce duplication for more efficient delivery; to invest in latest office technology to deliver better quality services and solutions; and whether the plan will strengthen LFB leadership on equality and diversity. With regard to removing the last target (above) from future plans, their response was to "strongly agree".
- 4.78 In terms of improvement, they would like to see "more community days. more visibility. We were lucky enough to get the opportunity to speak to fire personnel in our recent street party. More please!"
- 4.79 Officers note that not all of the proposals in the Plan were supported. Those that received less support than others will be given particular consideration should there need to be any reprioritisation within the plan due to financial constraints. Commitment 1 in the plan aims to increase the level of engagement with communities and visibility of our staff, so officers expect that this will meet their expectations for more community days.

Fire, Resilience and Emergency Planning Committee

- 4.80 The Committee made a number of recommendations, many of which support the ambitions committed to within the Plan and some of which indicate how the Committee would like to see the specific objectives within the Plan taken forward. Officers accept all of the recommendations and will write to the Committee and provide a more detailed response to each recommendation.
- 4.81 Changes have been made to the Plan in response to specific requests by the Committee, including the addition of a performance measure for the percentage of firefighters who have received training in responding to a marauding terrorist attack. Officers have also introduced new sections on national resilience and emerging and future risks.

5 Summary of changes

- 5.1** Several new sections were subsequently added to the Plan to provide further detail in response to comments to the consultation. These include more on fire safety and regulation, emerging and future risks, national resilience, and assuring our services. Our intention is to keep the strategy as high-level as possible, but officers recognize that this document needs to meet many requirements and it is hoped that these sections will provide people with the reassurance they are seeking about our plans.
- 5.2** The level of detail provided in the plan is now commensurate with that in previous plans, which have met the expectations of the government. The most recent assessment of when it has 21 July 2020 report by the Home Secretary on Fire and Rescue Authorities' compliance with the Fire and Rescue National Framework for England "...is satisfied that every fire and rescue authority in England has acted in accordance with the requirements of the National Framework".
- 5.3** However, there is one limited respect in which it is arguable that the CRMP may not meet the requirements of the National Framework. As set out above, the National Framework requires that the CRMP 'set out' the LFB's management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 ('RRO') in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
- 5.4** Officers responsible for the enforcement of the RRO are content that the CRMP sets out the 'management strategy' for enforcing the RRO; however, the CRMP does not set out a 'risk-based programme' for enforcing the RRO.
- 5.5** The LFB's 'risk-based programme' for enforcing the RRO is the LFB's Risk-Based Inspection Programme ('RBIP'). The RBIP is generated each year by the LFB's fire safety database, and is primarily based on specialist officers' assessments at a local level as to which premises should be audited, applying a London-wide approach to assessing risk and taking into account local and national priorities. Specialist inspectors then decide what form the fire safety audit of each set of premises should take.
- 5.6** There is no single document which constitutes the RBIP and, because of the way in which it is generated by the fire safety database, it would not be reasonably practicable to reproduce it in a single document. Moreover, the RBIP is generated annually, and therefore even if it were possible to set the RBIP out in the CRMP, it would soon become out of date.
- 5.7** On this basis, it would be prudent for the LFC to proceed on the basis that the CRMP does not 'set out' the RBIP and that therefore, in this limited respect, the CRMP does not comply with the National Framework.
- 5.8** As a result, the Commissioner should only proceed to take the decision if he is satisfied that there is a good reason for not setting out the RBIP in the CRMP (whether directly or by cross-reference). Officers' view is that there is such good reason, in that it would be impracticable to set out the RBIP in the CRMP, the RBIP would be of limited utility to readers of the plan even if it were to be set out, and this represents only a relatively minor departure from the requirements of the National Framework.
- 5.9** Accordingly, it is recommended that the Commissioner proceed on the basis that a limited departure from the National Framework, by not setting out the RBIP in the CRMP, is justified for these reasons.

6 Implementation of the Plan

- 6.1** 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.

7 Equality comments

- 7.1** The LFC and the Deputy Mayor for Fire and Resilience are required to comply with 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 groups of persons who share certain protected characteristics, people, having due regard to any such potential impacts when taking decisions, and then evidencing how decisions were reached.

- 7.2** 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.
- 7.3** 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.
- 7.4** 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.
- 7.5** 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.
- 7.6** 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.
- 7.7** 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.
- 7.8** An Equality Impact Analysis has been undertaken and is included within Appendix 5. As the CRMP is a high-level strategy, it is too early to assess the detailed implications of the proposals, which include actions to ensure our services address the needs of all Londoners and for our workforce to better reflect the diversity of London. Where initiatives in the Plan result in equality implications, the impact and mitigations will be identified on a case-by-case basis as the Plan moves into delivery.

8 Other considerations

Workforce comments

- 8.1** Engagement with the trades unions and equality support groups took place throughout the production of the Plan and their views helped shape the approach to its development as well as the content. A Health and Safety Impact Analysis has been undertaken and is included within Appendix 5. Where initiatives may result in specific health and safety impacts, they will be

identified and mitigated on a case-by-case basis as the Plan moves into delivery.

Sustainability comments

8.2 A sustainability impact analysis has been undertaken and is included within Appendix 5. Where initiatives in the Plan result in sustainability implications, the impact and mitigations will be identified on a case-by-case basis as the Plan moves into delivery.

Procurement comments

8.3 Some of the initiatives in the Plan will have procurement implications. These will be assessed on a case-by-case basis as the Plan moves into delivery.

Communications comments

8.4 Strategic Planning have worked in partnership with the Communications team on all aspects of the consultation, engagement, development and design of this plan, co-ordinated by the Transformation Communications Officer, a temporary appointment, established to be the single point of contact between the Transformation and Communications directorates on the CRMP and other transformation communications.

8.5 A Communications plan for staff, the public, partners and other key stakeholders is in place.

9 Financial comments

9.1 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

9.2 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

9.3 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

10 Legal comments

Commissioner and Mayor/Mayoral Direction

- 10.1** Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.
- 10.2** Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
- 10.3** Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor of London ("Mayor") may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise their functions.
- 10.4** By direction dated 1 April 2018 ("Direction"), the Mayor set out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ("Deputy Mayor"), specifically the Mayor has set out the following requirements in regards to scrutiny of the Community Risk Management Plan ("CRMP") (the CRMP was previously referred to as the London Safety Plan):
- 1.1 The prior approval of the Mayor is required before any of the following decisions is taken: ...
- b. Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999
- 3.1 The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken:
- a. Anything that requires the consent of the Mayor under Part 1 of this Direction;
- 6.1 In this Direction: ...
- b. "London Safety Plan" refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G(1)(a) and/ or (b) of the GLA Act 1999;

GLA Act 1999

- 10.5** Furthermore, section 327G of the Greater London Authority Act 1999 ("1999 Act") sets out the steps required to be taken in regards to scrutiny of the CRMP as prepared by the Commissioner. It states that:
- (1) This section applies to a document which is prepared and published by the London Fire Commissioner in accordance with the Fire and Rescue National Framework and which -
- (a) sets out the Commissioner's priorities and objectives, for the period covered by the document, in connection with the discharge of the Commissioner's functions, or
- (b) contains a statement of the way in which the Commissioner has had regard, in the period covered by the document, to the Framework and to any document within

paragraph (a) prepared by the Commissioner for that period.

- (2) The Commissioner must, before publishing the document or any revision to it, send a copy of the document or revision in draft to the Mayor and the Assembly.
- (3) The Commissioner may not publish the document or any revision to it unless -
 - (a) the Assembly has had an opportunity to review the draft document or revision, and make a report on it to the Mayor, under section 327I(1), and
 - (b) the Mayor has approved the draft document or revision.
- (4) In this section "the Fire and Rescue National Framework" has the same meaning as in section 327D.

National Framework

- 10.6** As indicated in the 1999 Act, when carrying out his 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 ("Framework") (Fire and Rescue Service Act 2004, section 21).
- 10.7** To have regard does not mean to follow slavishly, if the Commissioner wishes to depart from the Framework, he may, but he must take a conscious decision to do so, he must have a good reason for doing so and he must explain his reasoning.
- 10.8** 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).
- 10.9** 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 draft CRMP must be amended until it is compliant with the Framework or the Commissioner may decide to depart from the Framework and proceed with the IRMP as drafted if he has good reason for doing so (and that reason must be explained).
- 10.10** 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.
- 10.11** 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 Commissioner should therefore consider whether the CRMP properly reflects the Commissioner's risk analysis. It would not be sufficient to state it is met by reference to additional documents, the CRMP itself must demonstrate this in of itself.

When considering if the risk analysis is properly reflected in the CRMP it is not required that it reproduces the analysis completely 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 form a view on whether the CRMP does indeed "demonstrate" that this requirement of the Framework is met. It would not be sufficient to state it is met by reference to additional documents, the CRMP itself must demonstrate this in of itself.

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;

The LFB's 'risk-based programme' for enforcing the RRO is the LFB's Risk-Based Inspection Programme ('RBIP'). The RBIP is generated each year by the LFB's fire safety database, and is primarily based on specialist officers' assessments at a local level as to which premises should be audited, applying a London-wide approach to assessing risk and taking into account local and national priorities. Specialist inspectors then decide what form the fire safety audit of each set of premises should take.

There is no single document which constitutes the RBIP and, because of the way in which it is generated by the fire safety database, it would not be reasonably practicable to reproduce it in a single document. Moreover, the RBIP is generated annually, and therefore even if it were possible to set the RBIP out in the CRMP, it would soon become out of date.

On this basis, it is likely that the Commissioner is entitled to conclude that there is good reason for not setting out the RBIP in the CRMP (whether directly or by cross-reference), on the grounds that it would be impracticable to do so, the RBIP would be of limited utility to readers of the plan even if it were to be set out, and this represents only a relatively minor departure from the requirements of the National Framework.

Accordingly, it is recommended that, should the Commissioner decide to send the draft CRMP to the Deputy Mayor, he does so on the basis that he is content that the CRMP should depart from the National Framework by not setting out the RBIP in the CRMP, for these reasons.

- 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;

This report and its appendices set out the consultation process that has been undertaken.

- be easily accessible and publicly available.

Online publication of the final CRMP will meet this requirement.

Consultation

10.12 This report has been produced following a consultation on the draft CRMP in compliance with the requirements of the National Framework that the CRMP "reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners".

10.13 The product of consultation must be given "conscientious consideration" in the decision-making process. This report and its appendices provide analysis of the consultation responses and attach an updated draft of the CRMP incorporating the recommended changes following consideration of the consultation. It is important that the points made in the consultation responses (including alternative proposals) are taken into account in the decision-making process, as a failure to do so may be considered a "material and important deficiency" in the consultation process which could render the CRMP open to legal challenge.

10.14 This report provides information on the consultation responses, including an independent report on the same, and the draft CRMP attached to this report has been amended having considered the consultation responses.

Summary

10.15 The practical effect of the Framework, 1999 Act and Direction are to require that the following process must be followed in order to publish the final CRMP:

- Commissioner prepares initial draft CRMP (Framework)
- Public consultation is undertaken (Framework) (N.B the Framework does not specify exactly when consultation should occur)
- Deputy Mayor is 'consulted as far as practicable' on any draft prepared before sending to the Assembly (Direction 3.1). The Deputy Mayor was consulted on 7 September 2022.
- Mayor's approval is required before sending the draft to the Assembly (Direction 1.1),
- Assembly scrutinise the draft CRMP and prepare a report for the Mayor (s327G(3)(a)). The London Assembly's Fire and Emergency Planning Committee scrutinised the CRMP on 19 October 2022,
- Mayor must approve the draft CRMP prior to publication to the public (s327G(3)(b)). The Mayor approved the CRMP on 5 December 2022,
- Commissioner publishes the approved draft as the final CRMP to the public.

10.16 This report details that the above steps have been complied with and the recommendation in this report will constitute the Commissioner's final decision on the CRMP to be published to the public.

This report and its appendices provide confirmation that the CRMP attached to this report and the

required approval process as set out in the legal comments have been complied with. Therefore, the Commissioner may approve the Community Risk Management Plan 2023: Your London Fire Brigade, attached at Appendix 1, for publication.

List of appendices

Appendix	Title	Open or confidential*
1.	Community Risk Management Plan <i>Your London Fire Brigade</i>	Open
2.	How we consulted	Open
3.	TONIC report	Open
4.	YouGov results	Open
5.	Impact analyses	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

**OUR PLAN
TO KEEP
LONDON
SAFE**

**YOUR
LONDON
FIRE
BRIGADE
2023–2029**

Published 1 January 2023



LONDON FIRE BRIGADE

Welcome to Your London Fire Brigade

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

If you would like a copy of this plan in another language or format, please get in touch
consultation@london-fire.gov.uk

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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 (LFB) and have been present at some of London's most significant 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 have also seen the unfailing strength of London's communities, your dignity and generosity, tolerance and kindness.

I was deeply saddened by the findings of the recent Independent Culture Review, which I commissioned with the support of the Mayor. It laid bare shocking examples of unacceptable behaviour at the Brigade, which undermines the courage and dedication of thousands of members of staff and unpicks in one moment our reputation, pride and ethos. I accepted the report's recommendations in full and took immediate action to address them. The Review must stand as a line in the sand for change and this plan will support our zero-tolerance approach to bullying, discrimination and harassment and help us to rebuild trust and confidence in the Brigade.

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 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 – recently, we have had some of our busiest days since World War II, attending more than 1000 incidents during the floods in 2021 and over 360 in one afternoon during the heatwave in 2022. 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 aim to achieve 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. 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.

Over 2,000 of you – our communities, staff and partners – responded to our consultation on the draft plan and we have amended the final plan to reflect what you said. I hope it 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.



Andy Roe
London Fire Commissioner



Introducing our plan

Deputy *Mayor* for Fire and Resilience

The world feels very different from when London Fire Brigade published its last London Safety Plan (LSP) in 2017. Over the past five years, the catastrophic fire at Grenfell Tower and subsequent Inquiry, the COVID-19 pandemic and the publication of LFB's Independent Culture Review have, understandably, marked the Brigade and instigated much needed change in how it operates and serves Londoners.

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 (GTI) Phase 1 report and a critical report by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) prompted deep reflection about how the Brigade, as an organisation, serves London. This, along with many conversations with Londoners, has formed the basis of this new 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 recent publication of the Independent Culture Review, initiated by the London Fire Commissioner and led by Nazir Afzal, has shone a light on abhorrent behaviours within the organisation. It showed that Londoners, including firefighters and other staff, have been seriously let down by those who should have supported them. This strategy will be a vital part of LFB's work to ensure that all staff are treated with respect and dignity, regardless of who they are, and regain the trust of Londoners.

The pandemic brought with it challenges for the Brigade, both organisationally and personally for the people who work there. I am very proud of the Brigade's actions throughout the pandemic; 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 personal protective equipment and supported London's vaccination programme. At the same time, LFB continued its core work of response and retained some of 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 about 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 have in their entirety. We can expect further scrutiny of the Brigade and the sector to come, including the second report of the Grenfell Tower Inquiry and further inspections by HMICFRS.

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. This work will be vital to building trust with Londoners as LFB responds to the Independent Culture Review.


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, as we saw in the summer of 2022. The plan 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. Oversight is provided by 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.



Baroness Twycross
Deputy Mayor for Fire and Resilience



Over the last two years we have worked with Londoners to create our new 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 it calls 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.



Protecting the London we love

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

A challenging environment

London Fire Brigade (LFB) is facing some challenges over the coming years. The cost-of-living crisis affecting millions of Londoners has the potential to increase existing inequalities in London's communities. Depending on its severity, the forecast economic recession may change LFB's operating environment over the period of this plan.

The COVID-19 pandemic has increased social exclusion and health inequalities across London, changed the way people work and the number of working poor. 28 per cent of Londoners live in poverty compared to 22 per cent in the UK¹. This puts added pressure on London's communities with pockets of economic deprivation alongside high levels of affluence.

London's air quality is one of the poorest in the country and the recent spate of wildfires next to London's urban areas, is a visible reminder of the future challenges the UK fire and rescue service

will face. London is the greenest city in Europe². Its green spaces, wildlife and surrounding rural land are vulnerable to wildfire resulting from increasing temperatures.

Changes to fire safety and building safety legislation have placed additional requirements on the fire and rescue sector. When coupled with worker shortages, increased levels of scrutiny, and constraints on public finances, the pressures on fire and rescue resources have never been higher.

Technology and data can help LFB adapt to these challenges. The Brigade will make sure that it is at the forefront of research into future firefighting methods. However, change takes investment, which will require a careful balance between current operational and economic pressures and a commitment to continually adapt services to meet London's future needs.



¹ London's Poverty Profile: 2020, Trust For London, April 2020.

² European First Time Buyer Report nerdwallet, August 2022.


A plan for change

We are undergoing considerable change. This plan is important because it is the first since the tragic fire at Grenfell Tower on 14 June 2017 in which 72 people lost their lives. As a result of that fire, the Brigade received specific recommendations from both phase one of the Grenfell Tower Inquiry and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) about how we needed to improve.

In his first month as London Fire Commissioner, Andy Roe demonstrated the Brigade's commitment to learning the lessons from that tragedy by launching 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 firefighters rescue people.
- Welcomed into our fleet new 32m and 64m ladder appliances 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 includes when the 'stay put' guidance is no longer practical, and when a mass evacuation must be carried out.
- Launched 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.
- Started to use leadership goals and performance discussions against these expectations so that we put them into practice.



This plan pulls together 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.

This plan pulls together our existing work as well as our ideas for the future, so that we have one plan which sets out our priorities. We know that we will need to adapt this plan in response to a recent Independent Culture Review, the latest findings from the second full inspection by HMICFRS and following the next stage of the Grenfell Tower Inquiry. We also await the outcome of the Government's recent consultation on 'Reforming our fire and rescue service' which set out proposals to introduce system-wide reform that will strengthen fire and rescue services in England.

We will involve the communities we serve 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. Londoners' views from public consultations in August 2021 and June

2022 have also helped shape this plan and our Assessment of Risk in London. You can read more about how that Assessment has changed here: <https://london-fire.gov.uk/assessment-of-risk>

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."

"I would like to see communication to residents about how LFB is a friend and part of their safety net rather than a big brother out to reprimand them."

"Make it so that I can call or visit my local fire station, similar to how I can visit the police station..."

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

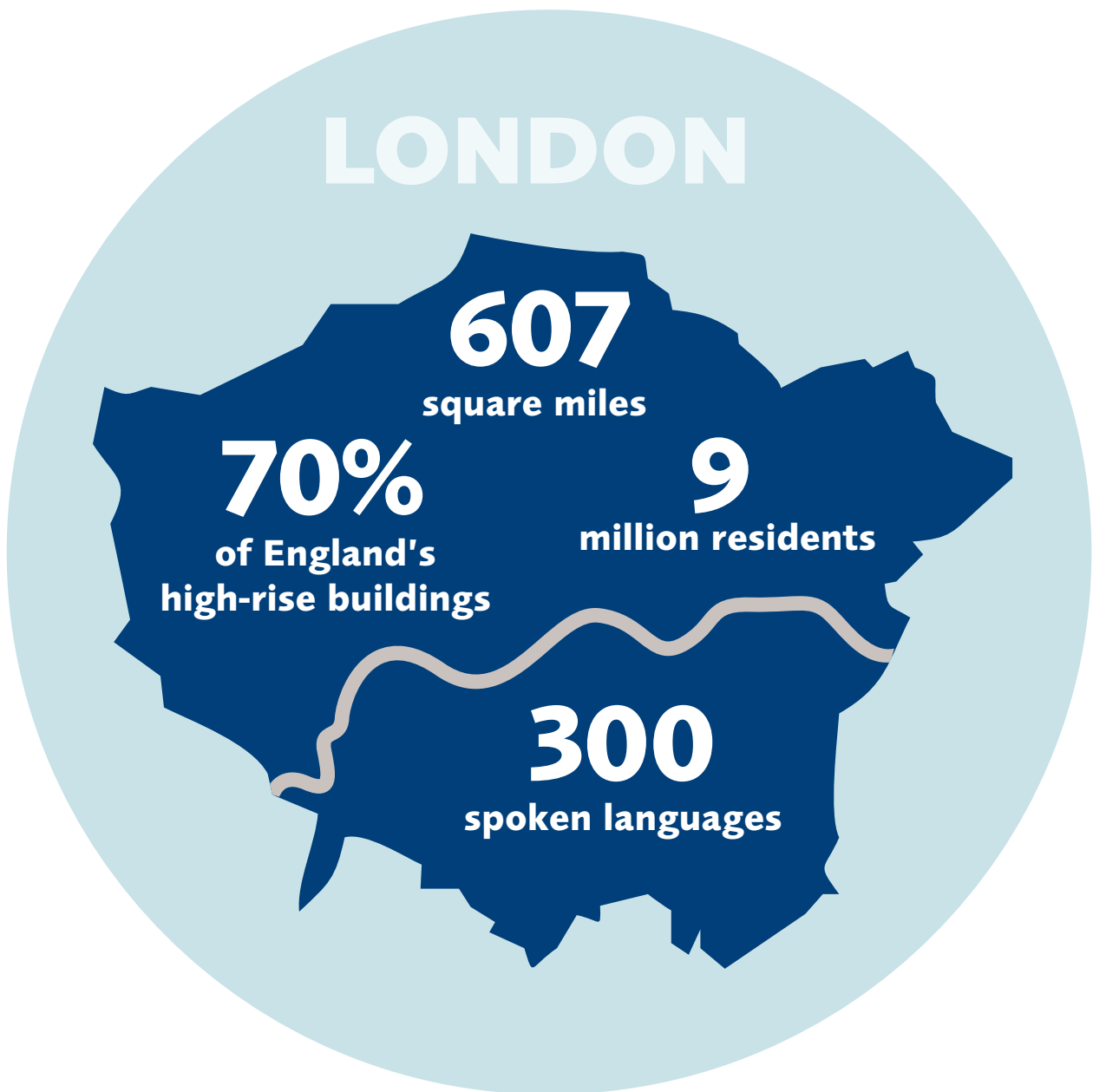
"After each incident, I would like information on what LFB can do to support me, what I can do to help myself and what can we do together."

"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."

"Advice and enforcement needs to be present from the very beginning of the planning stages."



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.

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 still has one of the highest population growth rates of any United Kingdom region in the last five years. At 22 per cent the latest Census shows that Tower Hamlets has the highest population growth of any region in England.³ This trend is expected to continue and over the next 10 years the population of London will grow to nearly 10 million.

³ UK Government 2021 Census phase 1 results.

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 England.

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.

There are over 300 different languages spoken in London which makes it the most diverse city in the world, where 40 per cent of its population identify as non-white. Pre-pandemic, London hosted over 30 million international 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 or a member of another one of London's 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-hybrid 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 Room answering all your 999 calls and coordinating our response



4

Community and fire safety dedicated teams



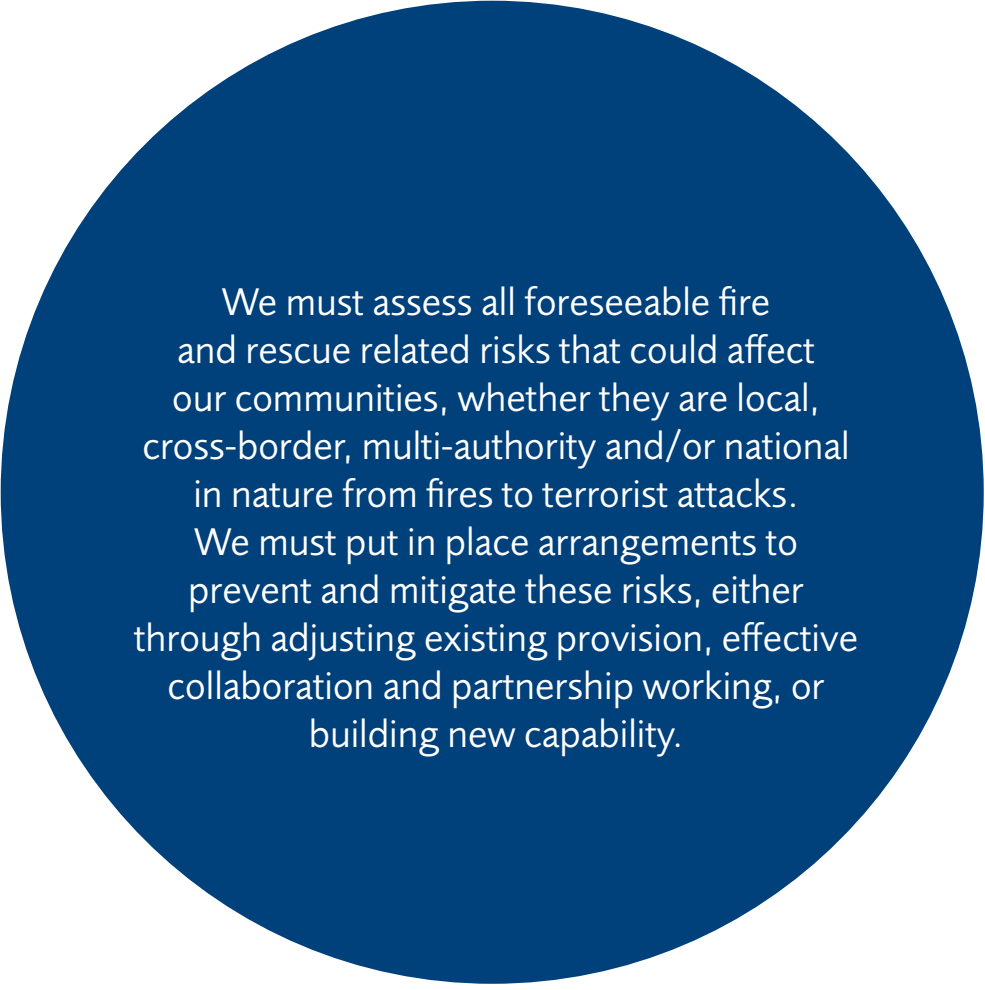
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Operations Support Centre, 2 breathing apparatus satellite charging hubs, 6 operational support vehicles, 3 bulk foam vehicles and 3 hose layers



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





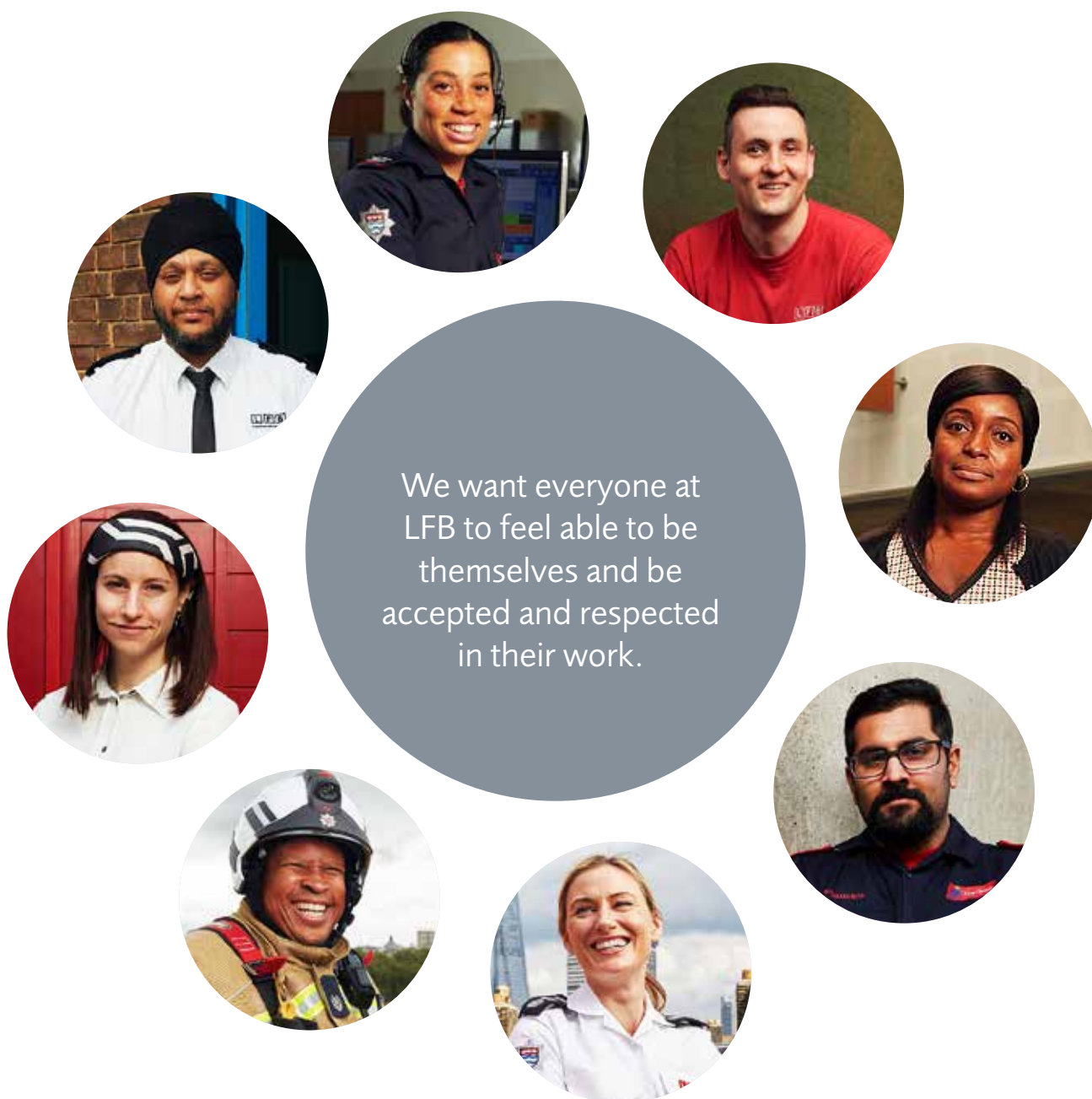
We must assess all foreseeable fire and rescue related risks that could affect our communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. We must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability.



Our culture

In order to serve you better, we need to improve our culture.

In 2021, we launched an organisation-wide independent review into our culture, appointing Nazir Afzal OBE as the Chair of the review. Over a period of twelve months, he and his team heard from more than 2,000 current and former members of staff and community groups who shared their experiences of the Brigade.



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.



We want our culture to be shaped by increasing the talent and diversity of our workforce at all levels.

What the review found

The report paints a picture of poor behaviour and painful experiences over many years. This makes the report a difficult read for us and for the communities we serve.

It highlights that women, Black, Asian and minority ethnic, LGBTQ+ and neurodiverse staff experience poor treatment and do less well in their careers with us. Issues were also identified with leadership, and with staff fearing to speak out about abuse. Additionally the report includes examples of behaviour towards members of the public which are completely unacceptable.

We want to reassure everyone that having commissioned this independent culture review we now fully understand the issues and have plans in place to address them.

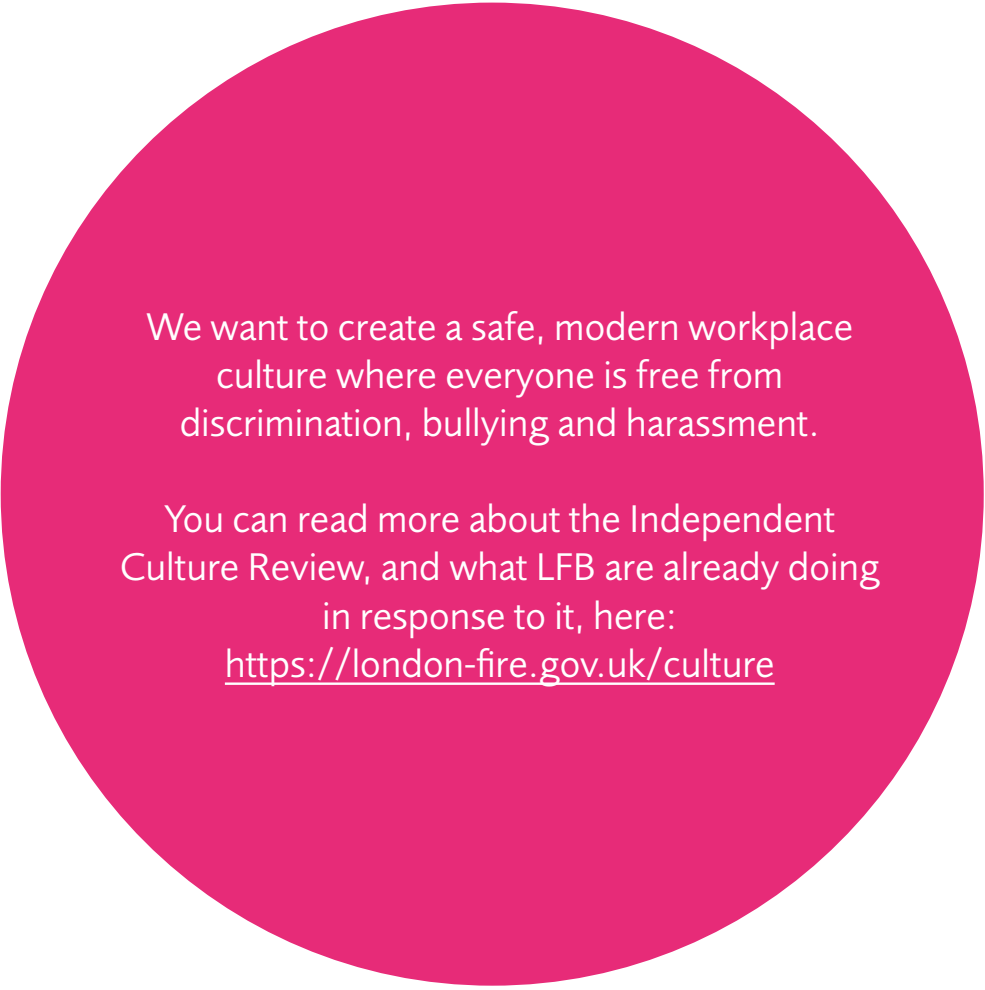
Following the publication of the Independent Culture Review report, we took immediate steps to change our workplace culture.

Our immediate actions

- We have taken a zero-tolerance approach to discrimination, harassment and bullying. Anyone accused of this behaviour will be immediately suspended and dismissed if the accusation is upheld.

- We introduced a new External Complaints Service so that staff can feel safe to speak up and cases will be handled objectively and confidentially. This service will carry out a historic case review where all bullying, harassment and discrimination cases at London Fire Brigade, completed in the last five years, will be reviewed.
- We're reviewing all our people-related processes to eliminate discrimination, including involving independent people to make immediate improvements where practical.
- We have made it much easier and quicker for staff to access help and support through a new hub.
- We have made a permanent shift in our approach to leadership. It is the responsibility of our leaders to set and uphold high standards, so those leaders who do not value transparency, accountability and fairness will no longer have a place in the Brigade. We also expect our leaders to own their past mistakes.

These changes are just the beginning. We understand that significant change takes time and that we have a lot of work to do. As we develop our plans, we'll share them on our website.



We want to create a safe, modern workplace culture where everyone is free from discrimination, bullying and harassment.

You can read more about the Independent Culture Review, and what LFB are already doing in response to it, here:
<https://london-fire.gov.uk/culture>



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 National Security Risk Assessment, the London Risk Register and looking at emerging and future trends. 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.

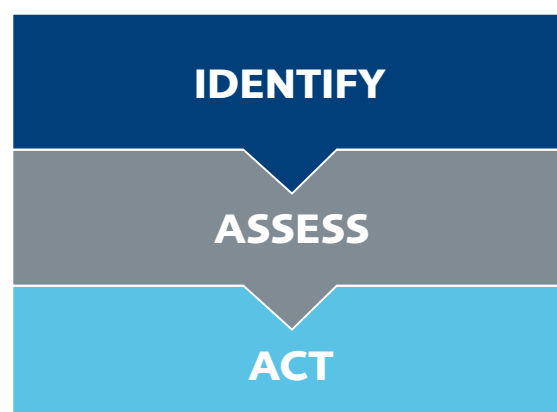
We asked Londoners what risks they face and how we can prevent those risks from happening and keep them safe. The feedback we received helped inform our Assessment of Risk and this plan.

"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."

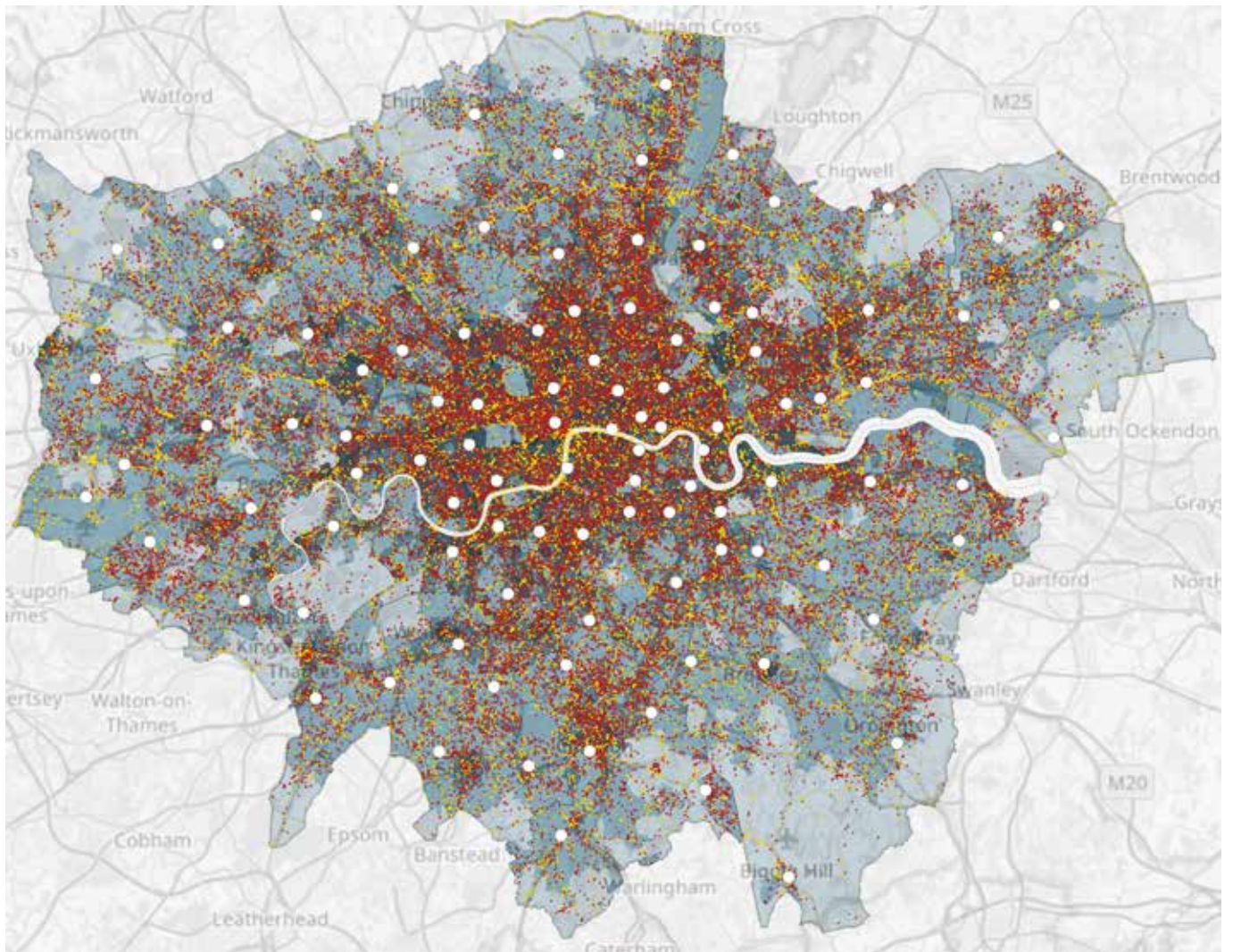
Our approach to assessing risk

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
- Urban areas
- Suburban
- Semi-rural

Incidents 2016 to 2020

- Fires
- Non-fire emergencies

- LFB fire stations

Mapping London's risks

This map shows areas in which incidents have occurred most frequently 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-centred risks

We have taken a people-centred approach to risk in London, putting Londoners 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-centred risks. They can arise from people and their behaviours or from the places where people live, work or stay.

The people-centred risks are summarised as:



Population

Changes in the size of the population can increase risk



Physical vulnerability

Certain vulnerabilities can increase risk



Social vulnerability

Different socio-economic factors can increase an individual's risk



Behavioural vulnerability

Particular behaviours can increase an individual's risk

Those people-centred risks relating to places are summarised as:



Building location

The number or location of buildings can increase risk for example proximity to other high-risk buildings and/or availability of adequate water supplies



Building occupancy/use

The way a building is used or the type of people who use it can increase risk



Building ownership and management

The type of ownership and quality of management can increase risk



Building configuration and construction

The way a building is set out or the material used in its construction can increase risk

Major areas of risk

The categories of people-centred 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 extraordinary 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 result in incidents which we most regularly respond to are:



Road traffic collisions



Outdoor fires near urban areas



Fires in the home



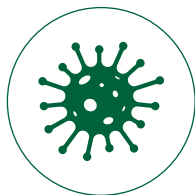
Fires in large public and commercial buildings

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



Health, Security and resilience



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

You can find this on our website at:
<https://london-fire.gov.uk/assessment-of-risk>
We will update this assessment every year.



Our response to risk

Our understanding of risk continues to change as London changes. The services we provide are updated as those risks change, such as our new enhanced capabilities to deal with marauding terrorist attacks. As a result, we are confident 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 provide our current services, at least to their existing levels, and respond to local risks by improving our service delivery.

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, they will be:

- More productive
- Of better quality
- More people focused
- More adaptable to change
- More flexible to need

We will bring together and enhance existing services which do not form part of our prevention, protection and response 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.



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 services (school visits, 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
- Complex incidents which require a 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 the 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

Aim: To target London's most vulnerable people

We will:


- Continue to deliver our existing prevention services whilst finding opportunities to target high-risk people at a more local level, such as those who are unable to respond to an alarm, or those who demonstrate high-risk behaviours.
- Improve the availability of our online prevention services so that we increase the number of people who use our services. This will free up our resources to allow us to concentrate on targeting and tailoring our services to the most vulnerable groups within your communities.
- Target Londoners at an individual level through better use of our data and partnerships, to identify those people at greater risk from fire and other emergencies.
- Make sure that those in most need receive a more in-depth service so that they are supported to reduce their risk of fire and other emergencies.
- Improve firefighters' ability to help people change behaviours that can lead to more risk. This will be enhanced by targeted training and collaboration across all departments and partners.
- 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.
- Embed ourselves in communities through our fire stations and local partnerships so we can spend more of our time working with communities and local people to help make them safer.
- Place our firefighters at the heart of the communities they serve, delivering the services that local communities want to make them feel and be safer.
- Monitor and update our Prevention Strategy to make sure that it reflects our latest understanding of risk in London.



Protection

Aim: To target London's most high-risk buildings

We will:

- Focus our protection services against high-risk buildings and align to National Standards, to make sure that buildings such as care homes, are prioritised.
 - Provide each premises with services relevant to its risk profile and needs. Target our reinspection resources where they will make the greatest difference to reducing risk, such as the risk of fire in residential high-rise buildings.
 - Continue to work with local business owners, especially where high-risk businesses are in residential buildings so that they comply with Regulatory Reform Order (RRO), providing more support and guidance to help them understand and follow legislation.
 - Continue our work with the NFCC so that there is a more consistent approach to finding the highest risk properties across England and apply this in London.
 - Continue our fire safety checks, delivered by operational firefighters, which support statutory requirements under the RRO and will effectively target 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.
 - Make more of our protection advice available online so that it can be accessed whenever you need it, at the touch of a button. This will enable us to help support London's business communities' understanding of the RRO and target our face-to-face protection services at the most high-risk buildings.
- 
- Align our protection advice against our most up to date understanding of risk to make sure that we are always targeting London's highest-risk buildings and those who do not comply with the RRO.
 - There will be significant changes to the duties of premises owners and the regulation of building safety as a result of the introduction of the Fire Safety Act 2021 and the Building Safety Act 2022. We will continue to work with the responsible persons for building safety to increase their understanding of the new requirements and support their implementation. We will also work with the new Building Safety Regulator, established as part of the Building Safety Act 2022, to agree how our respective roles will improve the safety of London's buildings.

Response

Aim: To protect Londoners from highest risk incidents

We will:

- Continue to make improvements in our capabilities to respond to London's highest risks by upgrading and introducing new equipment and training.
 - Make sure that we have the right number of skills and equipment in the right areas based on our most up-to-date risk assessments so that we can keep all Londoners and our firefighters safe.
 - Become more flexible in how we deploy our operational resources so that we can continue to provide an excellent response, whatever the future holds.
 - Improve our productivity so that operational staff can deliver better prevention and protection activities, targeting the highest risk areas and training our staff to the high standards you and we expect.
 - Review the locations of our specialist appliances so that they are in the best locations to deliver a good response to our highest risk incidents.
 - Develop more proactive support for communities before, during and after an incident, so that you receive the right support and advice, and can access other services to make you safer.
 - Improve the speed at which we adopt the most modern fire and rescue technology and tactics, to enable us to respond better to all types of emerging risk such as the risks from electric vehicles and lithium-ion batteries.
 - Work with neighbouring services and partners to anticipate future needs, such as risks from climate change, so that we can adapt our response strategy and prepare for increases in future extreme weather events, such as urban wildfires and flooding.
- 
- Build on our excellent work with the London Ambulance Service during the COVID-19 pandemic to increase London's resilience during major incidents.
 - Fully embed our response to marauding terrorist incidents and the learning from public inquiries and other international terror incidents, so that all firefighters can safely and effectively respond to risks posed by terror-related and high-threat incidents.
 - Increase the number of major incident and cross-border exercises with partners so we are fully prepared for low frequency, high-risk events.

Protecting you by enforcing fire safety laws

There are over 800,000 premises in London covered by the Regulatory Reform (Fire Safety) Order (RRO), which is the main piece of legislation that we enforce. The RRO puts the emphasis on the responsible person to comply with the law.

We cannot visit all such premises, so we operate a Risk-Based Inspection Programme which aims to protect the most vulnerable and those that are more likely to experience a fire. Our Risk-Based Inspection Programme is generated each year by our fire safety database. It is primarily based on specialist officers' assessments at a local level as to which premises should be audited, applying a London-wide approach to assessing risk and taking into account local and national priorities. Specialist inspectors then decide what form the fire safety audit of each identified set of premises should take. For example, care homes are occupied by some of London's most vulnerable people, so some of these will be inspected each year. We use our extensive database of where fires happen to ensure that these types of premises are getting the scrutiny they deserve. We intend to review our approach in the light of amended national guidance when that guidance is published.

Although the legislation relating to rogue landlords is enforced by local authorities, London Fire Brigade works with borough partners to ensure the Brigade protects the most vulnerable people against them. Where the risk is sufficiently serious, the Brigade can use prohibition powers to make people safe.

Where we identify non-compliance through our inspection programme, post-fire inspections or a complaint, then we will take the necessary action to ensure that buildings are safe. However, most of our work is around educating the business community in how to make their premises safe in the first place.

We have a responsibility to look at new buildings before they are built or refurbished to ensure that they are safe to be occupied and that if they

do have a fire, they will be safe for firefighters. We also look at premises that apply for different types of licence to ensure they are safe before a licence is granted. Last year London Fire Brigade received almost 20,000 new build, refurbished or licence applications. Working in partnership with the business community ensures that our limited resources can reach a much larger audience.

We believe in firm but fair enforcement of fire safety law. In carrying out our enforcement functions we aim to:

- prioritise our inspection and enforcement action based on risk;
- apply the principles of proportionality in applying the law and securing compliance;
- be consistent in our approach;
- be transparent about how we operate and what can be expected by those we regulate;
- be fair and objective in our 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 our 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 our actions.

Our approach to enforcing the RRO is set out in more detail in our Enforcement Policy Statement, which can be found here <https://london-fire.gov.uk/enforcement-policy>

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 services which do not form part of our prevention, protection and response 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 help 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 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. 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 fire and rescue 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 aim to do the same things: prevent fires and other incidents and mitigate the impacts of 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. We will do this whilst working with blue light partners to improve public safety and partner nationally for economies of scale.

We will build on our strong partnership work and influence wider public safety in London.

Our contribution to National Resilience

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

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

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

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

We have statutory duties under the Civil Contingencies Act to ensure that appropriate arrangements are in place to respond to emergencies as well as maintaining core services.

We have a range of specialist vehicles and equipment to respond to emergency incidents with the capability to deliver a co-ordinated response to a range of serious, significant or catastrophic incidents that have a national impact, and are currently working with the Home Office to develop some of these capabilities further. Our existing capabilities include:

- Responding to and dealing with chemical, biological, radiological, nuclear explosive incidents
- Urban search and rescue
- Water and high-volume pumping
- Flood rescue
- High threat response

20 per cent of the assets that provide national resilience are located in London, reflecting the importance of the Capital and its capacity to support resilience across the country.



How our services will better meet your needs

Prevention services

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

Outcomes for Londoners

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

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.

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.

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.

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 understand how they can be active partners in risk reduction and make themselves and their properties safer from a range of risks. They will be more aware of new threats and how to prepare themselves.

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. They will have more influence over our assessment of risk and our response to it. Engagement delivers reassurance and helps to build trust across all of London's diverse communities.



Emerging and future risks

A recent report by the Centre for London stated that:
“Disadvantaged and excluded communities are already bearing the brunt of London's polluted air, the risks of excess heat, and more frequent extreme weather events caused by climate change... London will not achieve net-zero unless we bring all London's communities together.”⁴

London's emerging and future risks

These are the four categories of emerging risk that we have identified in our Assessment of Risk:

- Sustainability and climate change
- Health, security, and resilience
- Changing built environment
- Population change

Sustainability and climate change

The severity and frequency of events caused by climate change are likely to increase in the future. We will seek to ensure that it has the capacity and the capabilities that are needed to respond to such incidents. The following are examples of emerging risks in this area.

Urban wildfires

The extreme temperatures experienced by London in the summer of 2022 are an indication of how firefighting in London may evolve over the next few years with drought and heatwaves becoming increasingly common.

As with all major incidents, we are undertaking a full review following the 2022 heatwave. We expect the results of this to lead to improved equipment and training to ensure that firefighters are better prepared in the future.

We will continue to make improvements to our response to wildfires over the course of the plan. We will improve our prevention and preparedness activities relating to fires which occur on the edge of densely populated urban areas and pose a risk to people's lives and property.

We will work with partners to prevent fires from occurring and reduce any additional health risks posed by fires across London.

Severe drought

The London Risk Register defines a severe drought as three consecutive winters of unprecedented low rainfall, with severe water supply issues for millions of London's households. Under these conditions water for firefighting will be reduced in many areas and require alternative sources.

⁴ Centre for London, A New Vision for a Better City, 2021.



To mitigate this risk, we are developing a water strategy so we have a scalable response to enable us to obtain water or firefighting purposes whenever it needs. We will continue to work with the water authorities across London so that we are able to meet our water requirements for firefighting.

Urban flooding

Recent extreme weather events have seen more regular surface water flooding incidents occurring across London. Such events put significant strain on our mobilising systems and personnel, with increased call volumes and use of fire engines. People who live in basement properties are particularly vulnerable to such risks.

We have delivered an improved response to urban flooding, including new, more powerful inflatable rescue boats on its fire rescue units, protective flood barriers, improved training for specialist crews and more flood personal protective equipment. Through the London Resilience Partnership, we are working with partners to reduce the risk of surface water flooding to Londoners.

We will continue to collaborate, so that we have the right resources and right processes in place to reduce the risk from urban flooding to Londoners.

Alternative fuels

Changes to how Londoners move about the city and the buildings they live in, are contributing to the changing risks that we face. Recent years have seen an increase in the use of lithium-ion batteries to power scooters, bicycles, and cars. This has led to changes to the risks found in people's homes, which are now used to store electric scooters and bikes, or for charging electric vehicles.

Through the National Fire Chiefs Council, the UK Fire and Rescue sector is undertaking significant work to agree national guidance for all fire and rescue services to reduce the risks posed by alternative fuels.

We will work closely with Fire and Rescue Service partners, academic institutions and communities to develop new training, tactics, and equipment to deal with these risks. We will also work with organisations that are more likely to use alternate fuels, like Transport for London, to help them understand and reduce that risk.

Health, security, and resilience

The resilience of our communities will continue to be tested on an exceptional basis, as terrorists adapt their methods, and on a day to day basis, as health inequalities increase. The following are some of the ways in which we may need to respond to increasing risk in this area.

Air quality and climate change

Parts of London have some of the worst air quality in the UK. We have an important part to play in improving the quality of air in London by reducing the emissions from our vehicles and improving fire stations' energy efficiency.

We are committed to meeting the Mayor's net-zero target by 2030 and we are introducing our first zero-emissions fire engine. We will continue to deliver our transformation to net-zero throughout the plan.

Terrorism and resilience

The nature of terrorism is always changing with new methods of attack continually being developed. This includes cyber-terrorism as well as conventional forms of terrorism.

We will continue to work with our blue light partners so that we learn from high-threat incidents and implement the changes necessary to keep Londoners safe from the risk of terrorism and radicalisation.

We will continue to develop the way we support other blue light partners during periods of high demand and increase London's resilience to major incidents. We will provide training for our staff so they can respond effectively and safely to terrorist incidents.

Changing built environment

Changes to our understanding of risks associated with the built environment and how we use our buildings are likely to mean we must adapt our protection advice and how we respond to incidents. Below is an example of the emerging risk in this area.

Modern methods of construction

London's buildings are changing in response to demands for improved building safety and reduced carbon emissions. This will result in alternative approaches to construction, refurbishment and the use of materials.

We have made some significant improvements over the last few years to manage these emerging risks, including improved operational response procedures to deal with fires in cladding and high-rise buildings.



Population changes

Population growth and changes to the way we live and work are impacting on how people use our services and how we respond. These are just two of the issues that may affect our Assessment of Risk in the future.



New homes

As London's population grows, it places additional pressures on its roads and buildings. London faces additional challenges with changes to how people work, with more people working from home, and therefore altering the life risk profile across London throughout the day and night.

We will continue to work in partnership with planners, housing and care providers and the voluntary community to deliver safer buildings for Londoners to live and work in and have appropriate methods for escape in the event of a fire.




Changing neighbourhoods

London's roads can be congested with high levels of traffic, and this can be exacerbated in some areas by local disruptions such as roadworks. Schemes to encourage sustainable transport modes such as public transport, walking and cycling, can alleviate congestion while improving air quality and the health of Londoners, but also entail changes on London's roads, including traffic calming measures. To mitigate any impact of congestion, road disruptions and traffic calming measures, we maintain a resilient network of fire stations across London. We also send the closest available fire engine to an incident so that we always respond as quickly as possible.

During the plan, we will be updating our mobilising system so that our fire engines can continue to respond as quickly as possible whatever the emergency.



We are committed to meeting the Mayor's net-zero target by 2030 and are introducing our first zero-emissions fire engine.



We cannot foresee all future risks which might harm London's communities. We will work with partners across the fire and emergency sector, nationally and internationally to share learning from each other's experiences and anticipate future demands for our services. We will continue to update our understanding of risk in London on an annual basis and adapt this plan in response to any significant event or change to London's risk profile.



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.

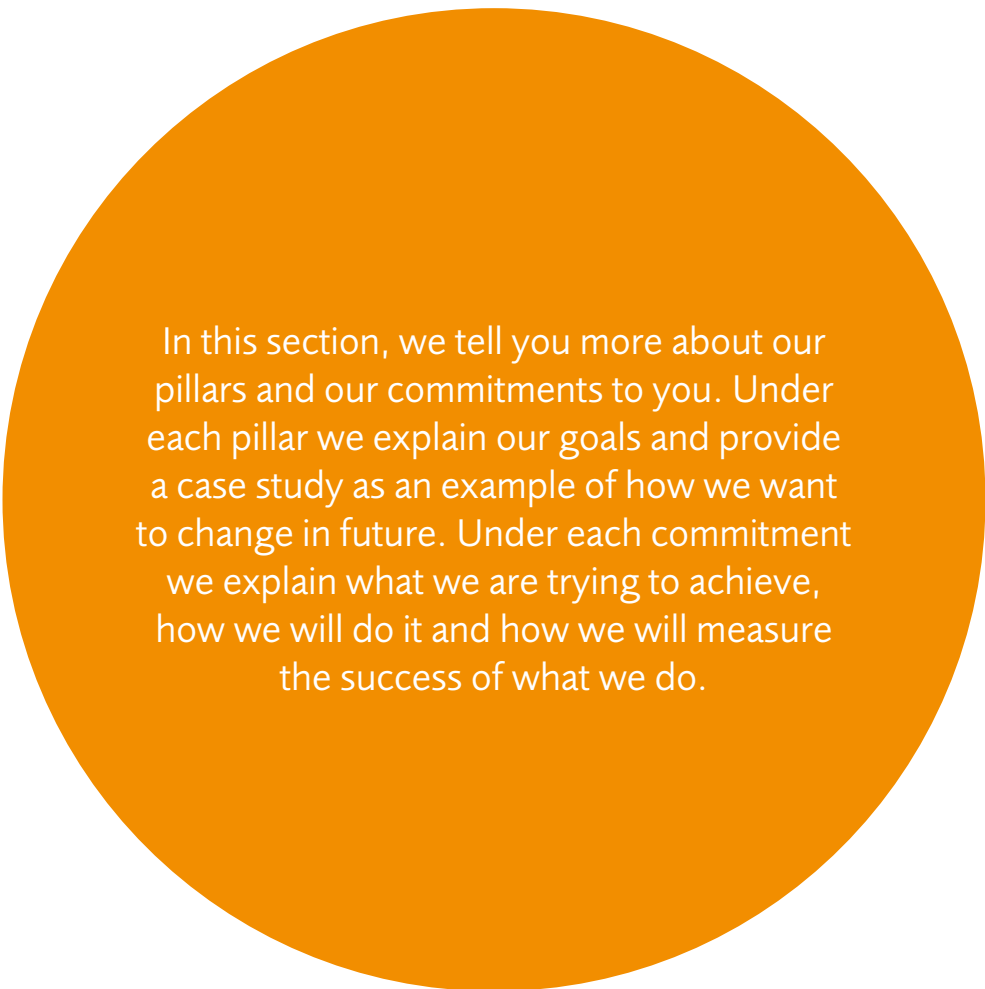
We also want to create a safe, modern workplace culture where everyone is treated with dignity and respect, and is free from discrimination, bullying and harassment.

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.





Our pillars and commitments

A large orange circle is centered on the page. Inside the circle, there is a paragraph of text in white font. The text explains the structure of the following section, detailing how pillars and commitments will be presented, including the inclusion of case studies and specific details on goals, actions, and measurement.

In this section, 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 OTHERS

ADDING VALUE

OUR EIGHT COMMITMENTS

COMMITMENT 1

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



COMMITMENT 3

We will adapt our services as your needs change



COMMITMENT 5

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



COMMITMENT 7

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



COMMITMENT 2

We will make it easy for you to access our services



COMMITMENT 4

We will design services around your needs and concerns



COMMITMENT 6

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



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 describe the four areas where we will focus our work over the coming years. Under each pillar are two commitments which set out our objectives. They 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 your expectations.

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 communities have more influence about what we do locally to reduce 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 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 OTHERS

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 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.

ADDING VALUE

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 provide more localised services and give you more influence about what we do 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.

We also want to build a workforce that better reflects and understands London's communities, 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 – Introduce Local Risk Management Plans, which will be co-designed with local residents and business, to enable fire stations to have 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."

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

How we will measure our improvement

- Community Satisfaction Ratings
- Assessment of our impact on communities
- 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 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.

How we will achieve this

Online prevention and protection services – You will be able to easily access answers to common questions in languages other than English, to help you 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**.

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."

We will also open a new LFB Museum – designed with local communities to provide a unique forum for engagement and education and where all will be able to access **prevention, protection and recovery** services.

How we will measure our improvement

- Number of triages via our online Home Fire Safety Checker
- Community Satisfaction Ratings



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

By using our four appliance attendance targets, and with the following:

- Percentage of firefighters who have received training to respond to a marauding terrorist incident
- Alleged fire risks addressed within three hours
- Ratio of high-risk audits completed
- Community Satisfaction Ratings



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

"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

- Number of fires and casualties from fires
- 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
- Community Satisfaction Ratings



LEARNING FROM OTHERS: Best people

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

In this commitment, we will be learning from you to develop a shared understanding of excellence.

We want to better train and equip our staff to provide you with the services that you need. We will do this 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 and deployment – According to your needs, we will increase our ability to deliver services flexibly to meet operational demands whilst being flexible to wider social changes.

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

What you said

“A better understanding of how 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.”

“Learning from mistakes and investment into better training of fire safety staff needs to be taken very seriously.”

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.

How we will measure our improvement

- Number of reportable safety events
- Percentage of managers who have completed training against plan
- Pay gaps
- Staff sickness
- Community Satisfaction Ratings



LEARNING FROM OTHERS: 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 leaders to respond effectively to community risk.

What you said

"Put service first."

"Set increasingly higher standards and provide sufficient staffing and resources, both personnel and financial, to ensure these."

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.

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

How we will measure our improvement

- People Survey
- Community Satisfaction Ratings



ADDING VALUE: Improving effectiveness

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

In this commitment, we respond to Londoners' expectations by improving our efficiency, knowing what works and using your money effectively to improve your safety. We will do this by moving 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 the 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 which **prevention, protection** and **response** services have the most impact and offer the most value for money.

What you said

"There should be complete transparency about its resourcing, staff, equipment etc and whether all these needs are being sufficiently met to allow them to carry out their role properly, and to maximise effectiveness."

"Focus services first on those who are most at risk."

How we will measure our improvement

- Number of fire deaths
- Number of fire injuries
- Number of fires
- Accidental fire deaths in the home
- Community Satisfaction Ratings



ADDING VALUE: 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, such as housing associations, carers' organisations, health and social care providers, day centres and voluntary bodies, so we can easily work with them to improve the safety of the people they support.

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."

"Better education is needed on how fire safety ties in within environmental issues."

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
- Community Satisfaction Ratings





Meeting the Mayor's priorities

We are 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."

We 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. For example, London's vibrant night-time economy is being boosted through Mayoral funding to establish Night Time Enterprise Zones. These will encourage more people to use their high streets in the evening. We will work with local authorities and business owners so entertainment venues and restaurants are safe for people to enjoy.



On the next page we explain some of the key ways we are working to support the Mayor and his priorities over the course of this plan.

To support the Mayor's priorities we will:

Be 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.

Adapt to change and be driven by outcomes to:

- **Create a healthy city and narrow social, economic and health inequalities** by aiming for 20 per cent of **our spend on suppliers** to be with black, Asian and ethnically diverse small and medium businesses.
- **Green our response vehicles**, which will include the replacement of officers' cars with an all-electric fleet by 2024.
- 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 threats to the Capital.

Bring the best people, to work together, to:

- **Help young people to flourish with access to support and opportunities** by ensuring our cadets are representative of London's diverse communities.
- Provide jobs where Londoners can develop new **skills**, promoting a fair and inclusive workplace and aiming for 40 per cent of our **new firefighters** being from black, Asian and other ethnically diverse communities.
- 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.

Deliver value and a 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 reduced economic growth**.
- Support the Mayor's plans to move London **towards a greener future** and net-zero carbon emissions by 2030, this includes plans to **decarbonise our estate**.
- **Stand up for London** by influencing London's changing built environment and upholding the highest levels of fire safety to support delivery of the **affordable homes Londoners need**.



**Assuring
your service**

Every Fire and Rescue Service in England must be accountable to the communities they serve.

To do this we must have regard to the Fire and Rescue National Framework for England 2018, when carrying out our functions and publish an annual statement of assurance of compliance.

We are expected to have governance and accountability arrangements in place covering issues such as financial management and transparency, complaints and discipline arrangements, and compliance with the seven principles of public life (sometimes called the Nolan principles).

In demonstrating our accountability to communities for the service we provide, we need to:

- be transparent and accountable to our communities for their decisions and actions;
- provide the opportunity for communities to help to plan their local service through effective consultation and involvement; and
- have scrutiny arrangements in place that reflect the high standard communities expect of us.

The Mayor of London, supported by the Deputy Mayor for Fire and Resilience, holds us to account for our performance and how we are working to ensure the safety of Londoners. The Mayor appoints the Commissioner and agrees the London Fire Brigade budget, in consultation with the London Assembly, and provides oversight of major decisions.

We need to be transparent and accountable to our communities for our decisions and actions.



Fire, Resilience and Emergency Planning Committee

The Fire, Resilience and Emergency Planning (FREP) Committee reviews the London Fire Commissioner's priorities and objectives and makes recommendations on behalf of the London Assembly. The Committee monitors decisions made by the Commissioner and the Deputy Mayor for Fire and Resilience and it uses the London Fire Brigade quarterly performance reports to inform its scrutiny work.

External scrutiny

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has statutory responsibility for the inspection of the police forces, and since July 2017, the fire and rescue services of England and Wales.

HMICFRS inspects, monitors and reports on the efficiency and effectiveness of fire and rescue services with the aim of encouraging improvement.

Our most recent inspection report

Over the past two years, London Fire Brigade has been transforming how we work to provide a better service to Londoners. The latest report by HMICFRS highlights that we have more to do despite that progress.

We welcome the report and are committed to delivering their recommendations over the course of this plan.

In 2019 London Fire Brigade welcomed the first inspection report by HMICFRS and accepted all their recommendations. As of July 2022, the Brigade has completed 18 of the 26 recommendations and made many changes to improve the service provided across London and address the causes of concern.

Learning together

We continue to learn from others through high profile public enquiries, such as the Grenfell Tower and the Manchester Arena Attack Inquiries. There has been a drive to deliver the 29 Grenfell Tower Inquiry Phase 1 recommendations, with 26 already completed.

Throughout this plan we will continue to learn from other UK Fire and Rescue Services as well as international partners, to improve our services. This will mean that we may need to adapt this plan in response to further recommendations from major incidents, service reviews, and inspection reports.

Moving forward together

To help us continue our progress, we have set up our own internal service assurance framework which will help assure all community-facing services are delivered to the national standards.

This supports our internal audit arrangements to check the adequacy of our controls, which are provided by The Mayor's Office for Policing and Crime. We have also set up an independent audit committee made up of sector experts who provide us with independent challenge and scrutiny.

As part of this plan, we have worked with community leaders to develop a community forum. This is a group of Londoners who provide their views, life experience and opinions to inform our transformation.





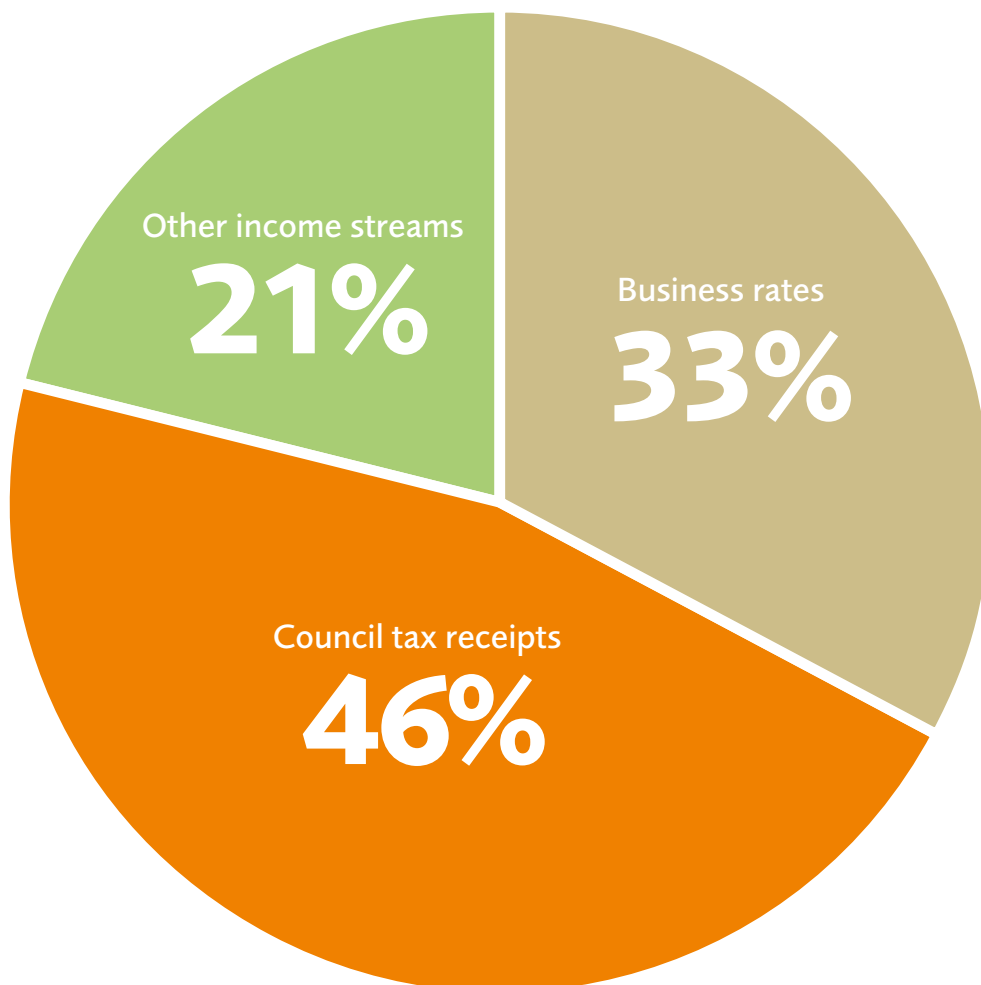
**Making the best
of our resources**

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.

LFB income 2022/23



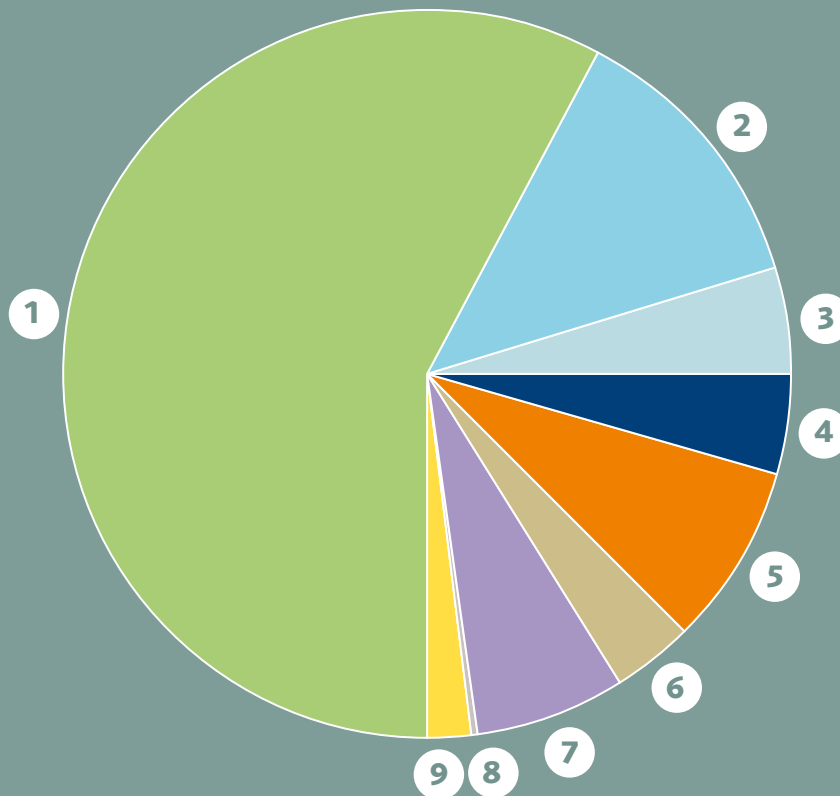
What do I pay for my fire brigade?

In 2022/23 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 recognise we have a duty to deliver the best possible value for money for you with everything we do.



1 Operational staff – £275,344m
2 Other staff – £63,188m
3 Employee related – £24,508m
4 Pensions – £21,644m
5 Premises – £44,807m

6 Transport – £17,640m
7 Supplies and services – £31,557m
8 Third party payments – £1,401m
9 Capital financing costs – £8,453m

Future funding

This plan will be delivered in a challenging financial environment with inflation at a 40 year high. We are already facing a budget gap of £11 million for 2023/24 and this, along with budgetary pressures arising from the COVID-19 pandemic and the price of utilities and fuel, will continue to have an impact on our resources. This means there are uncertainties around our longer-term financial position.

This is an ambitious plan and it is possible we will need to review it as our funding becomes

clearer. We have made significant improvements since our last plan and will continue to seek efficiencies, so that we are delivering good value and are able to use our funding to secure the best outcomes for Londoners. Commitment 7 in this plan describes more about how we intend to achieve this.

We cannot predict long-term future funding, our plan is designed to be adaptable. The scope or timing of initiatives may be revised in response to changing economic circumstances.

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 relate to funding approved

by the Mayor and funding in future years which will be approved through our annual budgeting process. They 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 – Indicative Mayoral Funding

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

Further information

Further information on all aspects of our income and expenditure is available on our website london-fire.gov.uk under 'Our Decisions – Budget'.



Measuring our improvement

To measure our success, we have identified a core set of performance measures.

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 will retain these measures throughout the life of the plan.

We will publish our targets in advance of each year and let you know how we are performing against them on a regular basis.

We will keep our targets under review and expect them to evolve as we deliver on improvements and face new challenges. We will also use these measures to monitor our performance at a borough level, so that a more localised approach to risk management does not negatively impact the core services we provide.

We have kept our measure of getting a fire engine anywhere in London within 12 minutes, as our proposal to remove it was not supported by those who responded to our consultation. We also intend to maintain our **attendance targets** for the life of the plan. Our full metrics document is available online: <https://london-fire.gov.uk/metrics>

Our attendance targets

We aim:

- To get the first fire engine to an incident Pan-London average of 6 minutes
- To get the second fire engine to an incident Pan-London average of 8 minutes
- To get a fire engine anywhere in London within 10 minutes 90 per cent of the time
- To get a fire engine anywhere in London within 12 minutes 95 per cent of the time

Our performance measures

In addition to our four attendance targets on the previous page, we will also use **Community Satisfaction Ratings** to measure how well we are doing across all of our commitments.

We have listed below the further core measures we will use to report on our performance through the life of the plan.



ENGAGING WITH YOU

- Assessment of our impact on communities
- Staff composition (gender, ethnic diversity and people with disabilities)
- Number of triages via our online Home Fire Safety Checker



PROTECTING YOU

- Percentage of firefighters who have received training to respond to a marauding terrorist incident
- Ratio of high-risk fire safety audits completed
- Alleged fire risks addressed within three hours
- Number of fires and casualties from fires
- Station staff time spent on prevention activity
- Station staff time spent on protection activity
- Percentage of high-risk home fire safety visits within target
- False alarms due to Automatic Fire Alarms (AFAs) in non-domestic building



LEARNING FROM OTHERS

- Number of reportable safety events
- Percentage of managers who have completed training against plan
- Pay gaps – reducing different rates of pay between different groups of staff
- Staff sickness
- Staff wellbeing



ADDING VALUE

- Number of fire deaths (five year rolling average)
- Number of fire injuries (five year rolling average)
- Number of fires – Flat/House and bungalow/Care home
- Accidental fire deaths in the home



**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 using the link below and express your interest. We look forward to hearing from you:

<https://london-fire.gov.uk/community-forum>

Further reading

Delivery Plan 2023–29

<https://london-fire.gov.uk/delivery-plan>

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/metrics>

This supporting document has our key performance indicators which will help us measure our success as we deliver our plan.

If you require further information about London Fire Brigade and our plan to keep London safe, or if you would like a version of the plan in a different format or language, please contact us: [**consultation@london-fire.gov.uk**](mailto:consultation@london-fire.gov.uk)



LONDON FIRE BRIGADE

Your London Fire Brigade – How we consulted

PART 1: Background and how we set out to consult key audiences

Background

The Community Risk Management Plan, named 'Your London Fire Brigade', is London Fire Brigade's six-year plan (2023-29) to protect London and identify the changes needed to achieve the Brigade's purpose: to be trusted to serve and protect London and Londoners. The Brigade consulted communities in September – October 2021 and, building on their feedback, consulted further from 30 May – 25 July 2022 on a full draft of the Plan.

The purpose, pillars and commitments in the draft Plan are community-led. They will be the strategic direction for every colleague, and their workstreams will align to meet the wants, needs and expectations of our London communities.

Our plan meets requirements placed on us by the Fire and Rescue National Framework for England to produce what they call an Integrated Risk Management Plan.

Insights

In the 2021 consultation we set out eight proposals for change to our approach in delivering services to our communities. We asked people 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)
- Measured for the positive outcome they have on people's daily lives (57% very & 32% fairly important)

The majority of respondents also stated they were very confident (41%) or fairly confident (42%) that the goals set out by the Brigade were the right approach to enable the Brigade to understand and respond to the needs of London's diverse communities.

In addition, people told us that they are interested in:

- Our regulatory work and how we hold building owners and decision-makers to account
- How we ensure we are inclusive and how we engage with underrepresented communities
- Making sure our communication is accessible to all our communities

Purpose of consultation

We need to work with the communities we serve and our staff to agree the best way to achieve that vision and produce a coherent, phased programme for change which is specifically designed to deliver the strategic changes that will meet the needs, wants and expectations of the public.

This follows the September 2021 consultation, in which we consulted on the pillars, commitments (strategic direction) and the assessment of risk in London. The key areas open to influence in this consultation (May – July 2022) are the proposed actions that we will take to address the Assessment of Risk, the measures we will use to assess our success, the extent to which people feel the actions will reduce risk, the extent to which they would like us to undertake further engagement on proposals in the future.

Consultation questions

There were 23 questions in the consultation survey (not including questions that ask for personal information such as demographics and background) which covered the following:

- The risks set out that we might need to attend to, both fire and non-fire
- Our ambitions to work with local communities to understand their needs and concerns, focussing on building trust, understanding the specific needs of local areas, and improving the public's access to and awareness of our full range of services
- Our ambitions to provide the right services to keep Londoners safe, focussing on adapt our services to the public's needs, improving our ability to provide services that respond to emerging risks and prioritising communities' needs to support their wellbeing after an incident has occurred.
- Our ambitions to support our people to develop the skills they need to do their job well and to improve collaboration across our organisation so that local London Fire Brigade leaders can better support communities.
- Our ambitions to ensure we are productive and manage our resources efficiently, including investing in making our frontline delivery more effective.
- If the actions proposed will address risk in London.
- If the proposed allocation of resources will address risk in London.
- If the proposed actions on building safety will address risk in London.
- If there is anything else we can do to improve how we understand and work with communities to make them feel safe.
- How we will measure progress towards the commitments outlined in our plan
- If there is any other information the public think we should use to see if we are meeting our commitments in the plan.
- To what extent the public think the plan will improve trust in London Fire Brigade to serve and protect them.
- Any other views about the issues raised in the consultation.

There were also 14 additional questions that asked for personal information such as demographics and background.

CRMP contents

There are 11 sections within the CRMP document which include an introduction from the Commissioner, Andy Roe, and Deputy Mayor for Fire and Resilience, Fiona Twycross. The pillars and commitments section contains background on the four pillars, including case studies to help bring them to life. The eight commitments include their individual purpose, what each one hopes to achieve and how improvement will be measured against them.

The 11 sections are:

- **Introducing our plan**
- **What do Londoners want from London Fire Brigade?** (This section includes information drawn from the 2021 consultation and YouGov polls)
- **Our understanding of risk** (This is a summary of our Assessment of Risk with changes made from the feedback received in the September 2021 consultation – the full Assessment of Risk is made available on all channels)
- **Our response to risk**

- **Our strategy for change**
- **Our pillars and commitments**
- **Our culture**
- **Making the best of our resources**
- **Measuring our improvement**
- **Help shape our services for your community**
- **Further reading** (This includes two supporting documents, **Delivery Plan 2023-2029**, which sets out what we achieve over the life of the plan, and **Measuring our success**, a document that 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)

Gap analysis

A desktop gap analysis of responses to the CRMP consultation in September-October 2021 was undertaken to understand gaps in responses from those who have protected characteristics. The 2021 consultation showed a low response from the following communities:

- People who are unemployed or on low incomes
- People with disabilities not in employment
- People from Black, Asian and minority communities
- People looking after children, who are not in employment
- People who are in social housing

The gap analysis was used to underpin targeted engagement in this consultation. In addition, we targeted those who live in high-rise properties in this consultation.

Consultation material

The consultation material was found through the links below.

Links

Talk London page – survey

[LFB landing page](#)

Documents

[CRMP](#)

[CRMP Summary](#)

[Delivery Plan 2023-29*](#)

[Measuring our success*](#)

*Documents explanation in 'CRMP content section'

How to respond

The following means of responding were publicised.

- Via the London Fire Brigade [website](#).
- Members of the public could respond through the online survey on the Talk London site.
- Organisations and elected representatives were directed to a separate survey.
- People could also write to us using the details below.

Email: Consultation@london-fire.gov.uk

Write to us at:

Freepost RRSK–TLGS–YLAK

CRMP Consultation

169 Union Street

London

SE1 0LL

- A freephone number was also set up to enable people to request a printed copy of the consultation document, or in another format or language.

Post-consultation analysis

[TONIC](#) – who specialise in public consultation, insight research and surveys – were commissioned to produce a report on the findings of the consultation. TONIC has worked with London Fire Brigade on previous consultations and have conducted quantitative analysis on the questions and use thematic analysis to summarise the qualitative responses to the consultation questions. The 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 then set out in a final report ([Appendix x](#)).

Analysis was taken from the results of: the Talk London survey; the online survey for organisations (and staff who do not wish to register with Talk London); copies of the hard copy questionnaire; written responses submitted by post or email; notes of meetings at which the CRMP is discussed.

We have allowed four weeks to consider the responses to the consultation. The analysis of the responses will be provided as a supporting paper when the final draft plan is submitted to LFC and the Deputy Mayor for their approval. We have yet to agree the extent of supporting documentation that the Mayor will want to see when he is sent the final draft for his consideration by 12 September. The Mayor will then ask the Fire, Resilience and Emergency Planning Committee to consider the final draft and produce a report on behalf of the Assembly. He will consider that before determining whether or not to approve the plan for publication.

Risks to the success of the consultation

Please find risk register attached separately

Objectives

London Fire Brigade colleagues:

- Pre-consultation: for LFB staff to have a clear understanding of our strategic direction to support a successful transition of their work, where relevant, from the Transformation Delivery Plan (TDP) pillars to the new ones outlined in the Delivery Plan/CRMP.
 - All colleagues who own projects aligned to the TDP have transitioned their projects to align with the Delivery Plan by 30 May.
- During consultation: to encourage colleagues to participate in the consultation, sharing their own feedback as part of LFB.
 - Throughout the consultation, an internal communications campaign will be taking place across all internal channels sharing information around the contents of the plan and how to participate in the consultation, either through Talk London or the TONIC link.
 - All staff will receive a mandatory briefing (Talking Points) about the consultation, the contents of the CRMP and how to get involved
- Launch and post-launch: to see the transformation that has already taken place over the last few years and for colleagues to be able to share this information with confidence and convey what the new direction and world of working looks like within LFB.
- Ongoing: for colleagues to know how they can get further involved with transformation work on a regular basis. Many staff members still feel that we said we would ask for their views about our direction and their improvement ideas but that they haven't had the opportunity to share them.

London communities:

- Pre-consultation: under-represented groups feel engaged with as part of the pre-consultation engagement process.
- During consultation: for it to be clear to more than 50% of respondents that we have listened to the feedback already given by our communities and that we are improving based on their wants, needs and expectations. Further, to achieve a significant return on consultation responses and an increase on the previous consultation to over 2000 responses (previously 768 written responses and 230 people feeding in at meetings).
- Launch and post-launch: subject to further discussions with the community engagement team, measure that communities are feeling the difference of a community-led Brigade through YouGov polling.

Stakeholders:

- Pre-consultation:
 - For stakeholders to understand the approach to consultation; assure them that this has been through a robust, pre-consultation process to gain feedback on the material and questions from key audiences; ensure that there are 'no surprises' with the timeline and that we have 'learned lessons' from previous consultations; and that they understand opportunities to input during the process to produce the final plan.
- During consultation:
 - To see the transformation that has already taken place over the last few years and to understand the Brigade's new direction and journey to get there.
 - To understand why the CRMP matters to Londoners and why it is important that as many people as possible have their say on our plans.
 - To feel informed and involved in the consultation process, with regular touchpoints where their views can be shared to shape the final plan.
 - To seek their support as conduits to encourage people to respond to the consultation, through
 - promoting the consultation through social media channels and newsletters in a way that will resonate with their constituents, i.e. by using our geo-targeting on social media in specific boroughs using local concerns, facts and figures.
 - helping us to reach seldom heard groups, working with FREP members in particular to encourage those groups less likely to respond to public consultations.
- Post-consultation:
 - To understand how the results of the consultation have shaped the final plan; to feel confident that this genuinely represents the views of Londoners and that we have secured a compelling number of responses; and to feel confident that the final plan will achieve its objective of keeping London and Londoners safe.

- Updates will be provided on the direction of travel as the final plan develops.
- Meetings will be offered, including in the run-up to FREP scrutinising the final plan to enable them to respond formally to the Mayor in October/November.

Representative bodies (RBs)

- FBU, GMB, Unison, Prospect and other RBs
- Pre-consultation:
 - For RBs to feel informed about/understand what we're consulting on prior to consultation.
 - Further conversations to be offered, as appropriate prior to the consultation going live.
- During consultation:
 - To encourage the RBs in providing a written response to the consultation, supporting them in doing so through face-to-face briefings.
- Post-consultation:
 - Ensure that the RBs are kept informed as the final plan develops.

Audiences & channels

Audience	Channels
London Fire Brigade colleagues	Hotwire Shout Yammer All-staff email Manager communication Team meetings Talking points Face-to-face Internal events Video
London communities	Print Face-to-face Direct communication with community engagement team Events
All audiences	Digital (website/social media) Media (national/London/trade) Talk London
Stakeholders	Email Written briefings Face-to-face meetings Presentation/Q&A at established forums

Community engagement:

Audience	Rationale	Approach
<ul style="list-style-type: none"> Updating those we engaged with last year Including those over 60 	To feedback the journey so far Keep engaged	Write / acknowledge /update/ invite further engagement
<ul style="list-style-type: none"> Renting from Housing Associations/ Local Authorities 	Low response in 1 st round of consultation/ target audience	Engage social housing landlords/ offer engagement with estates with concerns in the built environment.
<ul style="list-style-type: none"> People with disability/s and carers 	Low response in 1 st round of consultation/ target audience	Engage political leads/engagement with identified lead charities.
<ul style="list-style-type: none"> Unemployed people and those on low incomes 	Low response in 1 st round of consultation / target audience	Engage with supported accommodation providers and PHE drug and alcohol forum
<ul style="list-style-type: none"> Londoners who live in high-rise accommodation 	High level of anxiety around building safety, Low response in 1 st round of consultation / target audience	Engagement with those at local level with concerns in built environment / Better Homes work or regeneration
<ul style="list-style-type: none"> Young single parents Subcategory - isolated single persons - those living alone 	Anecdotal evidence relating to fire related deaths	Gingerbread charity and DWP, supported accommodation for single parents
<ul style="list-style-type: none"> Faith communities 	Increase inclusivity / to capture London's refugee community	Political engagement, Local Authority faith forums, East London Mosque, Almanar Muslim cultural heritage centre, Whitechapel Gurdwara Sikh Temple

Key messages/actions

- We are trusted to serve and protect London
- For London Fire Brigade colleagues:
 - **PRE AND DURING CONSULTATION**
 - The Delivery Plan will help us move into We are London's Fire Brigade (Hearts & Minds campaign)
 - All our projects now align with the Delivery Plan and will feed into the CRMP
 - By creating a community-led plan and speaking directly to the public, we will see improvement in our service, our ways of working and reaction from the London communities we serve
 - We get ready together, we respond together, we recover together (Hearts & Minds campaign)
 - **POST CONSULTATION/CRMP LAUNCH**
 - This is our strategic direction for the next 5 years
 - This is a community-led plan and we have listened and engaged with our communities to ensure we serve them better over the next five years
- For London communities:
 - **PRE AND DURING CONSULTATION**
 - We listened to you and have responded, creating a better plan to protect and serve London communities for the next five years
 - We want you to have your say now on our plan so we can make sure our plan best reflects London's needs.
 - You can have your say online...
 - **POST CONSULTATION**
 - We've listened to you and you should see this in the plan we've created and feel it in your local communities and the service we provide you.

Digital engagement

The overarching content strategy for CRMP is based on local data and concerns. We used real incident, property, and people data, which can be easily localised for targeting, to create content that will pique people's interest.

Organic social content

During consultation, social media content was produced illustrating the work that has been done (within the pillars) in areas that people from the previous consultation highlighted as being important. This content was produced to both raise awareness of the consultation and drive traffic to the consultation platform.

- Amount of training we do
- Working with partners
- Adapting and changing with London
- Value for money
- Understanding and working with local communities
- Focussing on the people using our services
- Holding building owners and decision makers to account

Digital targeting and messaging options

These options are based on London wide engagement with more data on audiences we may want to target.

Local data

Geo targeting by borough - serving up relevant data for that borough to interest audiences and asking for their opinions.

E.g.

- We attended XXX number of fires in Southwark last year. How are we doing? Have your say.
- We visited XXX homes in Southwark last month How are we doing? Have your say.
- We have XXX people working for you in Southwark. How are we doing?

Local concern

Geo targeting by borough - engaging audiences in with data about areas of concern.

E.g.

- There are XX high-rise buildings in your area...
- There have been XX fires in Southwark this year from electric vehicles

Website content

Consultation page

During the consultation there was a specific page on the site which was heavily optimised for search to capture anyone looking for the consultation that doesn't land on the consultation platform.

SEO articles

Articles that are optimised for search terms related to people's concerns and interests on the site should be considered. These could be well optimised news stories on the site in line with media activity or stand-alone articles. These articles can also be syndicated to councils and other relevant websites and newsletters.

Cross linking

Across the site we identified key pages where promotional links were placed directing people to the consultation.

Newsletter

A consultation-specific email went out to all audiences lists tailored to the list interest: London Fire, Museum, Community Engagement.

Outcomes / Evaluation

- Engagement stats on internal campaign for pre-consultation
- Engagement stats for colleagues participating in consultation
- Anecdotal feedback from colleagues
- Attendance at internal events
- Engagement in Talk London for consultation from communities
- Feedback from communities in second consultation
- Engagement internal and external communications for launch
- Number of consultation responses
- Number of attendees at events
- The consultation will be independently audited by the Consultation Institute

PART 2: What we did

This section sets out how we engaged key audiences and published the consultation.

Community engagement approach

The community engagement approach for the CRMP was delivered in two parts. These were a central strand of work with the Borough Commanders (BCs) to support their direct engagement with their local communities, supplemented by work of the community engagement team to target communities underrepresented in responses to the Autumn 2021 consultation, including through some co-produced focus groups.

As well as getting important insight from communities to help shape the CRMP, this approach enabled LFB to continue to build relationships and trust as a foundation for future engagement and to increase the confidence of BCs to operate in a different way.

Borough Commander led events

The Community Engagement team provided BCs with support for them to deliver direct engagement with their local communities. This includes providing them with physical resources for the session but also guidance and support on engagement approaches.

Throughout the consultation period the community engagement team facilitated fourteen Borough Commander planning and support sessions. The initial sessions focused on stakeholder mapping and how they could effectively engage with their individual communities. The theme of the sessions evolved as the consultation went on with the content designed around the needs of the BCs, responding to their feedback and gap analysis that was carried out at key points.

Coaching was provided on how to run successful events, speak meaningfully with the public about the consultation and build on community relationships. During the later sessions the BCs could feed back how their meetings were going and what learning others could gain.

Borough Commanders across 33 boroughs of London delivered over 200 events over the consultation period. These included meetings with public services and VCS key partners, fire station open days, events and meetings run by local charities and faith groups, presence at festivals and other community events. The predicted overall footfall of these was over 200,000 (including 120,000 at the Lambeth Country Show), the level of detail of engagement was tailored to the specifics of each event. Individual boroughs requested support materials appropriate to what they were delivering and that included:

- 3,700 copies of the full CRMP document
- 515 copies of the summary CRMP document
- 3,380 copies of the CRMP survey
- 155 A3 posters
- 4,100 A4 posters
- 28,675 A5 flyers
- 2,800 reply envelopes
- Four A0 posters

The objective of these events was to build relationships within local communities, have a visible presence to community members and encourage people to respond to the public consultation.

Targeting underrepresented groups, including focus groups

Alongside working with boroughs, the community engagement team carried out a programme of work targeting key groups who had been underrepresented in response to the Autumn 2021 consultation, including seldom heard and underrepresented communities.

The community engagement team carried out a gap analysis on the autumn 2021 consultation response.

To try and remedy this, direct contact was made with the following organisations, informing them of the consultation and how to take part:

- Deaf Community
- Trellick Tower Tenants and Residents Association (TRA)
- Poplar HARCA
- Silchester Estate
- Friends in High Places
- Pepys Estate TRA
- Lancaster West (Grenfell Tower Estate) TRA
- Grenfell Tower community groups
- East London Mosque
- West London Al-Manaar Muslim Cultural Heritage Centre
- The LFB Community Forum Steering Committee

As well as generating consultation responses this helped generate engagement opportunities such as a bespoke event for Muslim women at the East London Mosque on 20 June 2022.

The community engagement team also ran a number of focus groups with organisations representing some of those underrepresented groups. A focus group is a research method that brings together a small group of people to answer questions in a moderated setting. The group is chosen due to predefined demographic traits and the questions are designed to shed light on a topic of interest. Focus groups are a type of qualitative research.

Co-producing the focus groups

LFB worked with the following organisations to co-produce the focus groups:

Certitude London: London's leading adult social care provider for people with learning disabilities, autism and mental health needs offering support to 1,800 people in 17 London boroughs.

Hoarding UK: the only UK-wide charity dedicated to supporting people affected by hoarding behaviours.

Elop: a holistic lesbian and gay organisation that offers a range of social, emotional and support services to LGBT communities pan-London.

Each focus group was shown a presentation of the CRMP consultation. The presentation was adapted into a speech and language approved photo symbol easy read version for the sessions with Certitude and Hoarding UK to help those attending to fully engage with the process.

Following the presentation, the group was asked to contribute their thoughts to three sample questions from the CRMP. Each session had a member of the LFB community engagement team and a subject matter expert from the individual organisations facilitating. The notes were captured by an administrator from LFB. The chat function on Zoom was also used to capture the groups' thoughts.

The focus groups were independently assembled by the partner organisations, who managed the invitations and sign-ups. Those who attended were not known to the LFB and had not been involved in any of our previous consultation or engagement work.

Participation in each group was as follows:

Certitude: Session held on 21 June 2022 at the community room at Hammersmith Fire station. Six people attended who registered their interest independently through Certitude. The group was for people with learning disabilities and/or autism.

Hoarding UK: Session held on 12 July 2022 on Zoom (at the request of Hoarding UK). Eight people who identify as having hoarding behaviour attended.

Elop: Session held on 13 July 2022 on Zoom (at the request of the group) 12 people from the LGBT+ community attended.

The structure of each focus group was as follows:

- The group was welcomed by a Borough Commander or equivalent senior officer. The officer explained why it was important to hear the views of the focus group and how this will better inform the Brigades work. The context of the CRMP was explained.
- Introductions. The group was asked to introduce themselves. Those attending from the LFB stated their job role. During this part the roles and responsibilities for the session were covered.
- The facilitator asked the group to contribute towards a group agreement to enable everyone to contribute equally. During this session we covered confidentiality and respecting everyone opinions. This offered the whole group equal opportunity to take part.
- CRMP presentation. The senior officer talked through the CRMP presentation. As previously noted, this was adapted for Certitude and Hoarding UK into an easy read format.
- Following the presentation, the group was asked their opinion on a sample selection of the CRMP questions
- The event was closed by the Borough Commander

Focus groups findings

The major themes that came up during the focus groups were as follows

- The need to understand communities in relation to their access to the LFB and their risk to fires. This was particularly relevant to those with learning disabilities, autism, and those with hoarding behaviours.
- Communities raised specific risks relating to their disability/ neurodiversity. The Brigade need to understand the issues. This will help build trust and foster good relationships.
- Overall focus group attendees felt confident that the CRMP would help London to be a safer city over the coming years.
- Responses were positive to the general working of the LFB.

Specific insights from participants of the focus groups are included in the section below.

An additional benefit of running the focus groups was the opportunity to hear the lived experience of the members in their own words. Those who attended the Hoarding UK session shared with us how their condition has affected their trust and access to public services including the LFB. Establishing a relationship with a trusted organisation that supports people with hoarding behaviours will allow us to involve those with lived experience in our future decision making.

Our relationship with Certitude will allow us to include the voices of people with learning disabilities and Autism in any work we undertake that may affect this community. The work the Community Engagement team undertake is focused on engaging with seldom heard communities. Establishing these links has immense possibilities for learning from and better serving these communities.

Insights from focus group participants

My disability is ADHD. This means if I'm scared or hear loud noises or if someone shouts then I cover my ears and hide. I would want the fire service to know that about me. Sometimes when I hear a loud noise I might hit as I am scared. I think what the fire service do should involve people like me too.

Certitude attendee

My Brother is my Carer. He worries about me and I think its good the fire service asks me what I think and my brother too. I want to be listened to.

Certitude attendee

LFB came out to where I used to live in Stratford about 3 years ago - turned out to be a gas leak. Very helpful but I did wonder how it works if someone has a physical disability, like I do, as they only knocked on the door and no further help to get out (thankfully I was with a housemate).

Elop attendee

It is vital to be more mindful about how we speak about hoarding disorder as well as how aware of it we are.

Hoarding UK attendee

LFB should be more trained and have more information (some knowledge) about the hoarding behaviour and the issues the visited person faces. When LFB visit people we should be informed in advance who is coming and about the exact purpose of the visit (initial appearance importance). That could help to build trust and reduce anxiety.

Hoarding UK attendee

Through increased engagement, we want to be sure that we can trust LFB; that LFB will not pass any information to other agencies/organisations without prior permission.

Hoarding UK attendee

It would be great to organise a conference/meeting between the LFB and Hoarding UK to increase awareness and understanding.

Hoarding UK attendee

Stakeholder engagement

Borough Commanders and LFB personnel were asked to send details of the consultation to their contacts by using the following email.

I am writing to ask you to take part in London Fire Brigade's public consultation on the draft Community Risk Management Plan which will help us to keep London safe in the years ahead.

Over the past few months we have worked with Londoners to create a draft Community Risk Management Plan which is called 'Your London Fire Brigade'. This meets our requirement under the Fire and Rescue national framework for England and one of the most important things this plan must do is to 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.

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

We would now like to hear what you think.

This is our first plan since the tragic Grenfell Tower fire in 2017 and builds on our Transformation Development Plan which saw us make significant changes to our services. 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.

The plan sets out what we want to achieve by 2029. We want to ensure that it meets the needs, wants and expectations of the people we serve so that we can keep London and Londoners safe in the years to come. The views that this consultation captures will inform the final plan which will be published in January 2023.

Further details and how to respond

- Further details are available on the London Fire Brigade [website](#).
- Members of the public can respond through the [online survey](#) on the Talk London site which should take about 10 minutes to complete.
- Organisations and elected representatives should reply using this [survey](#).
- Alternatively, you can also write to us using the details below.
Email: Consultation@london-fire.gov.uk
Write to us at:
Freepost RRSK–TLGS–YLAK
CRMP Consultation
169 Union Street
London
SE1 0LL
- You can also call the freephone number – 0800 689 0810 - to request a printed copy of the consultation document, or in another format or language.
- The consultation closes on Monday 25 July 2022.

We also encouraged elected representatives to help publicise the consultation to their constituents through their own social media channels. Some examples are below.

<https://twitter.com/HinaBokhariLD/status/1538902238520823808>

https://twitter.com/LDN_pressoffice/status/1534116096172859392

<https://twitter.com/KrupeshHirani/status/1534131058266054656>

<https://twitter.com/DrOnkarSahotaAM/status/1534155120711286785>

<https://twitter.com/LabourMarina/status/1534165663329267713>

<https://twitter.com/CityHallLabour/status/1539929975209558017>

<https://twitter.com/CityHallLabour/status/1539929568970244098>

A private meeting with the London Assembly Fire, Resilience and Emergency Planning Committee took place on 15 June during which Committee Members asked the Commissioner and Director for Transformation, Fiona Dolman, questions about the draft Plan and consultation proposals. The consultation was then scrutinised in public by the Committee in a two-and-a-half-hour session on 5 July at City Hall. The Director for Transformation and the Assistant Commissioner for Fire Stations, Jonathan Smith, answered questions alongside community groups and stakeholders - The transcript from the session can be viewed [here](#).

Borough Commanders were encouraged to meet Members of Parliament and Assembly Members during the consultation – these representatives provided some helpful comments on implementation which will be taken forward when the final Plan goes live.

The Representative Bodies were invited to fortnightly meetings with the Strategy team to make sure they were fully engaged on the draft Plan and to support written responses.

Media activity to support and promote the consultation

On Friday 27 May, we promoted the consultation launch during the Mayor's visit to a high-rise exercise which showed how the Brigade was transforming to meet the needs of Londoners. This visit was featured on BBC London and ITV London.

On the day of the launch, we published a press release, which went out to all media, it was uploaded on our website and promoted on our social media channels.

Following the launch we promoted the consultation on Twitter each day, providing a link to the consultation.

<https://twitter.com/LondonFire/status/1533827066457640963>

<https://twitter.com/LondonFire/status/1550860545271779330>

We contacted the boroughs and asked them to let us know about any local activity they were doing about the CRMP, which we promoted on Twitter. This included pop-up stands and community events.

<https://twitter.com/LondonFire/status/1543884601998905344>,

<https://twitter.com/LFBTowerHamlets/status/1551818245166047232>,

<https://twitter.com/LFBSutton/status/1538081054770315265>

At the start of July, we issued a bespoke press release for each borough, with each personalised to the Borough Commander. This resulted in the following local coverage:

- Hackney Gazette – <https://www.hackneygazette.co.uk/news/hackney-fire-brigade-consultation-9098056>
- Croydon Advertiser <https://insidecroydon.com/2022/07/16/fire-brigade-appeals-for-your-input-in-public-consultation/>
- Harrow Online <https://harrowonline.org/2022/07/15/harrow-residents-urged-to-have-their-say-on-london-fire-brigades-future-plan/>
- Hillingdon Times https://www.hillingdontimes.co.uk/news/20280977_spotlight-future-hillingdon-fire-service/
- A firefighter from Hillingdon Green Watch was interviewed by Uxbridge FM, a community radio station which broadcasts locally in the Uxbridge area, and gave the details for people to take part.
- A journalist from London World visited Plaistow Fire Station to interview the Newham Borough Commander and a journalist from My London, another regional site, visited Bethnal Green Fire Station, for an interview with the Tower Hamlets Borough Commander.

We also spoke to each borough and asked them to utilise any existing links they have with local media and to talk about the CRMP – some a few Borough Commanders have a regular feature/catch-up with their local papers.

A week before the end of the consultation we issued another press release encouraging people to take part in the consultation.

We facilitated further interviews at fire stations with local media where LFB personnel were able to discuss the CRMP.

With each incident or press release we sent out during the consultation, we tried to mention the CRMP and linked to it on the website when we published anything.

Digital promotion

As detailed in the 'Digital engagement' section, please find below the digital promotion conducted by the team over the consultation period including email marketing, organic social media content and paid social media content.

Email marketing

CRMP special email sent to 18,814 recipients

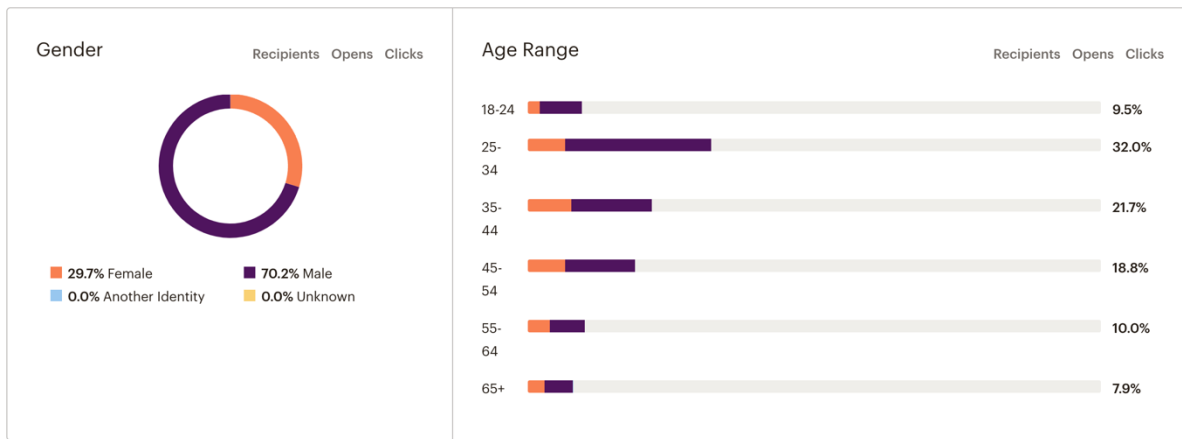
<https://mailchi.mp/london-fire/londonfire-may2022-special>

Sent 31 May 2022

229 unique clicks to Talk London

Predicted demographics

Female Male Another Identity Unknown



CRMP item in our June 2022 email sent to 19,077 recipients

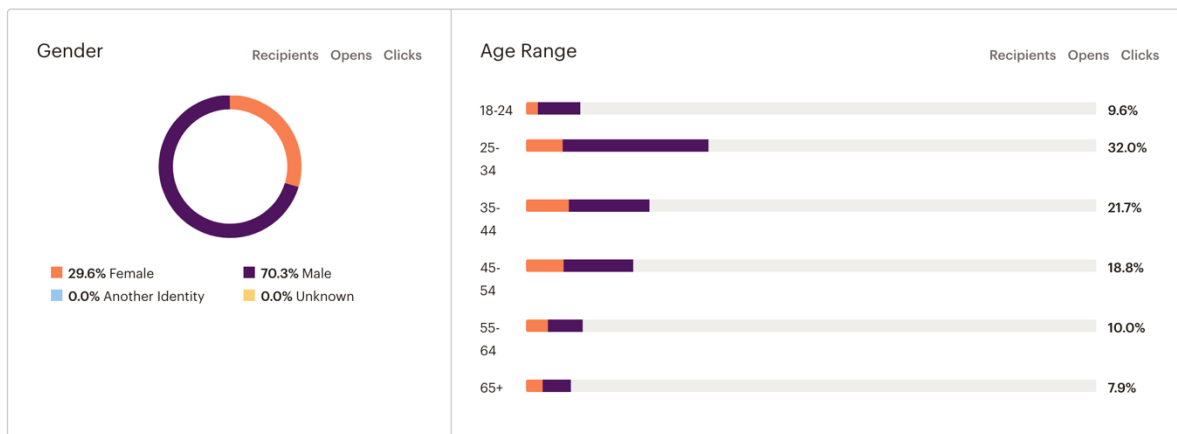
<https://mailchi.mp/london-fire/londonfire-june2022>

Sent 24 June 2022

99 unique clicks to Talk London

Predicted demographics

Female Male Another Identity Unknown



Organic social media content

30 pieces of content were posted on Facebook, Instagram, and LinkedIn with a combined reach of over 400,000 accounts and a good level of engagement.

Channel	Posted	Reach	Shares	Likes	Comments	Impressions
Facebook	2022/05/31	5618	14	91	5	6056
Facebook	2022/06/23	17750	10	129	11	17897
Facebook	2022/06/25	40867	47	372	23	40867
Facebook	2022/07/01	21866	14	245	7	22066

Facebook	2022/07/03	20022	17	162	8	20686
Facebook	2022/07/08	54843	65	917	99	56097
Facebook	2022/07/09	51754	32	864	29	52925
Facebook	2022/07/12	31821	17	430	15	32861
Facebook	2022/07/14	58274	143	1062	45	60395
Facebook	2022/07/21	17951	9	154	58	17951
Facebook	2022/07/25	16606	7	174	9	16768
Instagram	2022/05/31	5209	N/A	154	3	5285
Instagram	2022/06/01	9060	N/A	515	8	10601
Instagram	2022/06/24	4082	N/A	104	0	4547
Instagram	2022/07/04	7849	N/A	453	5	8768
Instagram	2022/07/06	4980	N/A	248	1	5503
Instagram	2022/07/09	5697	N/A	320	2	7080
Instagram	2022/07/11	10951	N/A	771	18	13572
Instagram	2022/07/13	3423	N/A	130	2	3629
Instagram	2022/07/18	6695	N/A	204	2	7153
Instagram	2022/07/21	7445	N/A	312	10	8940
Instagram	2022/07/23	9648	N/A	606	14	10407
LinkedIn	2022/05/31	1275	0	42	1	1428
LinkedIn	2022/06/20	3931	1	117	2	6201
LinkedIn	2022/06/23	1162	1	29	0	1478
LinkedIn	2022/07/09	1924	0	55	1	2904
LinkedIn	2022/07/11	3590	3	112	8	5668
LinkedIn	2022/07/21	2986	2	84	4	4248
LinkedIn	2022/07/21	2678	3	87	6	4089
LinkedIn	2022/07/24	4250	7	143	0	6150

Top performing content for each channel: Facebook, Instagram, LinkedIn.

London Fire Brigade
16,081 followers
2w · 🌐

Firefighters at Plaistow welcomed Mayor of London, [Sadiq Khan](#) into the station this afternoon.

The Mayor spent time talking to the firefighters who tackled some of the fires that have devastated parts of London this week, and also met new recruits who are training to join their colleagues in keeping London safe.

Our Commissioner, Andy Roe, Deputy Mayor for Fire and Resilience, [Fiona Twycross](#), and the Mayor discussed the response to the recent fires and the challenges that London faces in the future.

If you'd like to have your say about our plan for the future, 'Your London Fire Brigade', which includes our response to climate change, you can complete the survey on the Talk London website <https://orlo.uk/Vze6m>



This post is doing better than 85% of your recent posts. Boost it to reach a wider audience. [View Insights](#)

Boost Post



👍👍 Liked by antarcticfireangels and 765 others

londonfirebrigade Meet Sub Officer Vivek (Mickey) Bhasin.

Vivek joined the Brigade at 18 years old and is now in his 18th year with us. Vivek is currently working in our Transport Liaison Group.

London Fire Brigade ✓
Published by Pete Richardson · 14 July at 20:18 · 🌐

🐱🐾 This lucky cat rescued from a house fire was the first pet in London to use one of our new specially adapted oxygen masks.

These special oxygen masks were designed and donated to us by are the Not-for-profit organisation [Smokey Paws](#). 🙌

👮 Station Officer Nathan Beeby who was at the incident where the first mask was used said, "Having something specially designed made so much difference as the mask is properly sealed around the animal's muzzle and all the oxygen is going into their lungs."

In the past when firefighters have rescued animals that have inhaled smoke, they have had to try to revive them with what kit they had, but now they have the specialist kit that can be used on dogs and cats as well as smaller animals like rabbits, snakes and mice. 🐱🐶🐰🐍🐭

Great work Smokey Paws. Thanks for the great new kit.

👏 We have a new plan for our future called 'Your London Fire Brigade'. It includes things like new equipment, how we'll make our services more accessible and how we will work with communities.

👏 Have your say on our plan now at the Talk London website – we're your London Fire Brigade



Paid social media content

Facebook and Instagram targeted advertising was set up to drive traffic from underrepresented boroughs to the Talk London platform. This began on 1 July.

This ad campaign targeted people by where they live. People who were targeted saw adverts with data that related to their borough and encouraged them to complete the CRMP survey.

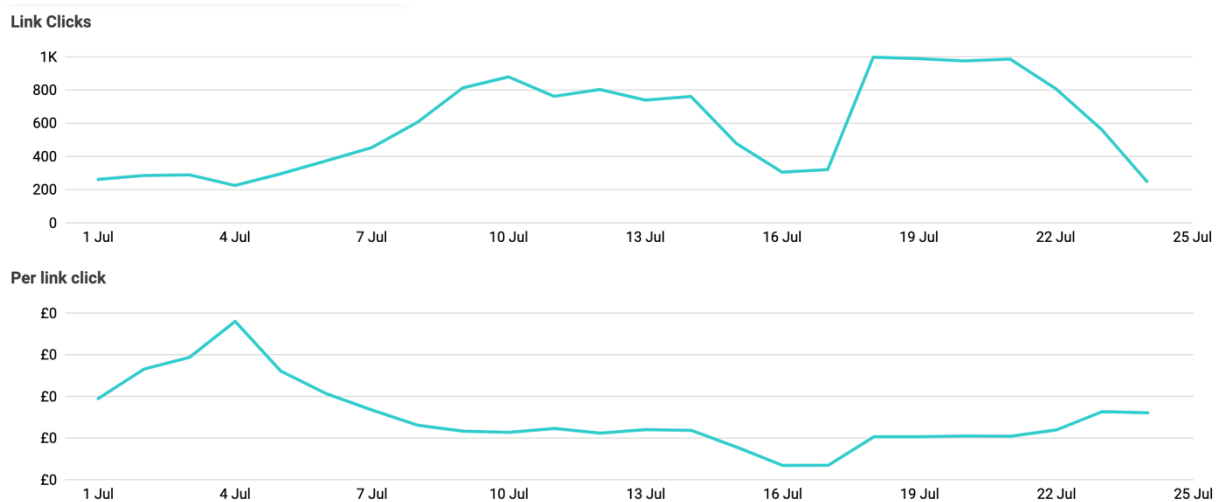
There was an additional London wide campaign running on both platforms. The adset is called 'CRMP We have a new plan'.

Number of people reached	89,265
Number of times adverts have been seen	345,701
Number of times link to survey was clicked	14,215

Cost

We can see that the cost of clicks decreased and the number of clicks increased due to the algorithm having more data over time to improve its targeting.

The cost of all campaigns at completion is £1,860.88 which equates to £0.13 a click.



Breakdown by borough

Eight borough-specific ad sets were created to target boroughs where the lowest number of responses had come from. Each have a very high clickthrough rate (CTR) by any standard - the lowest being 2.49%.

One ad set with multiple ads was created to target audiences London wide this also has a very high CTR of over 6% and has generated over 4,100 link clicks.

Off/On	Ad set ↑	Budget	Link clicks	CPC (cost per link click)	CTR (link click-through rate)	Reach	Impressions	Amount spent	CTR (all)
<input checked="" type="checkbox"/>	CRMP Barking & Dagenham	£10.00 Daily	1,457	£0.15	3.74%	9,374	38,909	£215.22	4.72%
<input checked="" type="checkbox"/>	CRMP Brent	£10.00 Daily	882	£0.24	2.71%	10,248	32,560	£215.16	3.02%
<input checked="" type="checkbox"/>	CRMP Camden	£10.00 Daily	2,060	£0.10	4.94%	9,264	41,738	£215.11	5.16%
<input checked="" type="checkbox"/>	CRMP Enfield	£10.00 Daily	1,069	£0.20	3.12%	11,368	34,214	£214.34	4.27%
<input type="checkbox"/>	CRMP Enfield - C	£10.00 Daily	—	—	—	—	—	£0.00	—
<input checked="" type="checkbox"/>	CRMP Hammersmith and Fulham	£10.00 Daily	—	—	—	—	—	£0.00	—
<input checked="" type="checkbox"/>	CRMP Kensington	£10.00 Daily	1,603	£0.13	4.63%	7,484	34,613	£215.25	4.88%
<input checked="" type="checkbox"/>	CRMP Merton	£10.00 Daily	1,013	£0.21	2.90%	12,428	34,878	£215.26	3.55%
<input checked="" type="checkbox"/>	CRMP Merton - Copy	£10.00 Daily	988	£0.22	2.96%	11,036	33,371	£215.02	3.54%
<input checked="" type="checkbox"/>	CRMP Redbridge	£10.00 Daily	1,040	£0.21	3.64%	7,628	28,574	£215.18	3.89%
<input checked="" type="checkbox"/>	CRMP We have a new plan - London	£10.00 Daily	4,103	£0.03	6.14%	19,988	66,844	£139.75	6.33%
<input checked="" type="checkbox"/>	CRMP-Traffic-Ads	£20.00 Daily	—	—	—	—	—	£0.00	—
Results from 12 ad sets			14,215 Total	£0.13 Per Action	4.11% Per Impressions	89,265 People	345,701 Total	£1,860.29 Total Spent	4.60% Per Impressions

Staff engagement

Pre-consultation launching

25 April 2022: The Delivery Plan was launched on Hotwire (Brigade Intranet) which featured a reference to the CRMP consultation (screenshot below).

Our new Delivery Plan is now live

Read more about our new programmes of work in our plan.

Original publish date: 25/04/2022. For any issues with this page, please contact Martin Simpson (Communications)

Last month, on both [Hotwire](#) and in [Shout](#) we introduced you to our four new pillars and eight commitments within our new Delivery Plan 2022-23 which began on the 5th of April.

[The Delivery Plan](#) has replaced the Transformation Delivery Plan (TDP), which came to a close at the end of March 2022.

What is the Delivery Plan?

[The Delivery Plan for 2022/23](#) sets out our programme of work for the year, including the four new pillars, each with 2 commitments and corresponding programmes of work. The Delivery Plan also incorporates any remaining TDP, GTI and HMI activities. We will all be working on the delivery of this plan until the launch of our Community Risk Management Plan (CRMP) in early 2023.

As the Delivery Plan is based on the key pillars and commitments in our new CRMP, it may change slightly depending on the feedback received during the Public Consultation in June and July.

19 May 2022: The May all staff meeting was held. It featured information on the CRMP and the next steps were introduced.

During consultation


The communications approach though out the eight-week consultation was to introduce all eight commitments within the draft CRMP, featuring staff talking about they mean to them, what we are doing now and what it will mean for the future.


30 May 2022: consultation opens.

31 May 2022: A feature story was posted on Hotwire. This contained a link to the final document and information the ways in which staff could take part in the consultation.

31 May 2022: An all-staff email from Director for Transformation, Fiona Dolman confirming the consultation is now live (screenshot below).

Your London Fire Brigade, our CRMP public consultation, is now live

 COMMUNICATIONS TEAM Mailbox <communications.team@london-fire.gov.uk>
To ^All Exch Users
! If there are problems with how this message is displayed, click here to view it in a web browser.

 Reply  Reply All  Forward 
Tue 31/05/2022 15:59

This message is from Director for Transformation Fiona Dolman and is for all staff

Your London Fire Brigade, our CRMP public consultation, is now live

I'm excited to share with you that the consultation on our new draft Community Risk Management Plan (CRMP), 'Your London Fire Brigade' is now live.

Your London Fire Brigade sets out how we intend to change and improve to meet the needs of communities across the capital.

As colleagues and members of our local communities your voice is vital to the shaping of this plan and we need your feedback.

I hope that you feel that this plan represents you and your London Fire Brigade so that together we are able to protect the London we love.

How to take part

The consultation is open until Monday, 25 July. You can take part in the consultation and read the full plan [here](#) on the Talk London website. The online survey should take around 10-15 minutes to complete and you'll need to register to access the consultation, but registration is very quick and simple to do.

If you'd rather not register with Talk London, the company that is independently analysing your feedback is creating a separate form for staff. We will update you when this will be available. There will also be a session during the consultation period for you and your team to talk about the draft plan and give your feedback. Managers will receive a Talking Points briefing soon.

An alternative online survey for staff to take part, in addition to Talk London, was introduced and used in all staff comms from Tuesday, 7 June. This survey was set up by TONIC, who provided the independent analysis of the consultation.

15 June 2022

A Hotwire news story introduced commitments 1 and 2, the story contained a link to Yammer and details on how to take part in the consultation. This story format was used for all eight commitments (screenshot below).

Borough Commander for Tower Hamlets Richard Tapp, spoke about what Commitment One means to him and work that is already being undertaken in his community.

Community Engagement Officer Daniel Luscombe also shared what Commitment Two means to him in a short video

Your London Fire Brigade - What do our commitments mean?

 Lauren Whitney

Find out what Commitment 2 means to one of our Community Engagement team members.

As we go through consultation on Your London Fire Brigade, our CRMP for 2023-2029, we want to help bring the draft plan to life for you, helping to inform your understanding of our strategic direction and ambition to keep London safe. To do this, we will be looking into each of the eight commitments over the next few weeks.

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

This commitment is about meeting our communities at a local level and ensuring we're able to help them directly with their personal concerns.

We'll be empowering local leaders in stations to take ownership of service delivery and look after focussed engagement plans. We'll also enable them to capture local risk information to help understand the wants and needs of people in their areas.

We recently spent some time with Borough Commander for Tower Hamlets Richard Tapp to find out what this commitment means to him. Watch the video and join the conversation on [Yammer here.](#)

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

In this commitment, we're looking at how we can tailor our approach to meet our communities needs.

20 June 2022: The June edition of Shout was published. This edition featured an article and QR code to encourage staff to take part in the consultation (screenshot below).

Your London Fire Brigade – our CRMP consultation

As our Community Risk Management Plan goes out to consultation, our Transformation Communications Manager Clare Dunn explains why we want to hear from you.

On Tuesday, 31 May, we launched an eight week consultation for our Community Risk Management Plan (CRMP), titled 'Your London Fire Brigade'.

'Your London Fire Brigade' sets out our 2023-2029 strategic direction and what we will do to achieve our ambition of being trusted to serve and protect London.

What are we consulting on?

We will be consulting on the actions we are going to take to deliver our objectives, goals, and ambitions as well as the targets and areas of performance we are proposing we measure ourselves against.

We need you

You can read both Your London Fire Brigade and the Delivery Plan on Talk London (details can be found on Hotwire) or by scanning the QR code below:



On Yammer, we will be bringing the eight commitments (below) in the plan to life – to talk about what we are doing now, and our plans for the future. Follow 'Your London Fire Brigade' on Yammer today to join in the discussion.

Commitment 1 aims to build trust between us and local communities.

Commitment 2 aims to increase public access to, and understanding of, the services we provide to communities across London.

Commitment 3 aims to enable us to adapt to the changing needs of London's communities.

Commitment 4 aims to make sure services are delivered in relation to community needs and concerns.

Commitment 5 aims to support you to develop the skills you need and invest in modern training systems.

Commitment 6 aims to learn from communities to provide the best possible service.

Commitment 7 aims to manage how we work to give communities the value they expect.

Commitment 8 aims to better work with other organisations to ensure we're safer in the future.

Help us protect the London we love, take part in the consultation and join in the conversation on Yammer.

Our second consultation – Aerial appliance location review

While this consultation is running, we will also be launching a second consultation about the location of our aerial appliances in July. This will not be a proposal of change to how they are used. We will be sharing more information about the options being considered as we get closer to the launch.

24 June 2022: The June edition of Update (an email newsletter that goes to all Brigade managers) was sent out which included an article on the CRMP.

27 June 2022: Commitment 3: We will adapt our services as your needs change

A Hotwire story linked to a Yammer post and short film featuring Deputy Assistant Commissioner for Operational Policy and Assurance, Dave O'Neill, sharing his thoughts on this commitment.

4 July 2022: Commitment 4: **We will design services around your needs and concerns**

A Hotwire story detailing further information on the commitment was posted. This linked over to a Yammer post whereby further examples of how we were already doing this commitment were provided.

6 July 2022: Commitment 5: **We will enable our people to be the best they can be, to serve you better.**

A Hotwire story linked to a Yammer post and short film featuring Sub Officer Jake Alexander from the Leadership Development Team talk about what the commitment means to him. To highlight this post a Yammer announcement was made with an email alert sent to all staff (screenshot below).

Announcement posted in All Company



Kirstin Rowan
Jul 6

Seen by 3,999

Today, we take a look at the fifth commitment in our new community risk management plan, Your London Fire Brigade.

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

This commitment is about shared excellence across the Brigade.

We want to support our people to develop the skills they need through accessible training, improving our training systems, and investing in staff wellbeing, safety and leadership development.

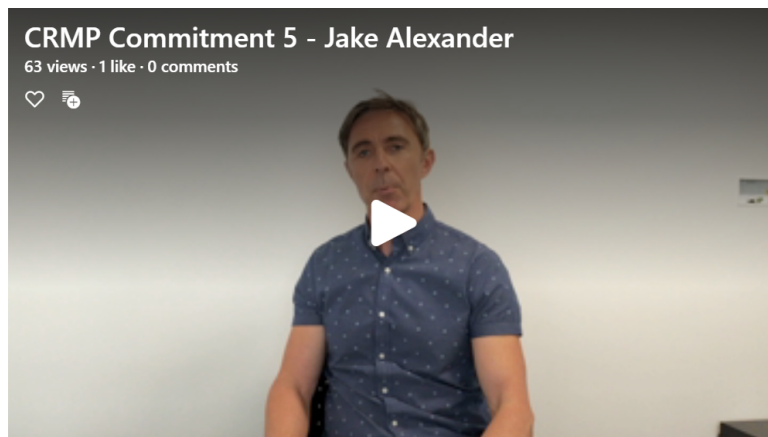
Jake Alexander from the leadership development team gives an update on what has happened so far and what this commitment means to him.

(Missed the first four commitments? Here they are: [One](#), [Two](#), [Three](#) and [Four](#).)

Have your say on Your London Fire Brigade today

Our public consultation is open until Monday, 25 July. As both Brigade staff and members of our communities across London, your feedback is vital in helping to shape our future plans.

It should take around 10 to 15 minutes to complete and [to make it easier to take part we have created a confidential response form that you can find here.](#)



Like Comment Share

Regina Bonas and 12 others

13 July 2022: Commitment 6: **We will work together to supply the best possible services to meet your needs**

A Hotwire story linked to a Yammer post and short film featuring Assistant Director for People Services, Kate Bonham, talk about what the commitment means to her and what we are already doing a special video on Yammer.

15 July 2022: The July edition of Shout was published.

This edition featured front cover imagery and a CRMP article. The article highlighted CRMP community activities which had taken place so far and the importance of staff feedback on the Consultation. A QR code was also featured to enable staff to access the consultation easily (screenshot below).




15 July 2022: Commitment 7: **We will be driven by evidence to give you the value you expect.**


A Hotwire story linked to a Yammer post featuring a Q&A with Head of Performance Management Senita Robinson.

18 July 2022: One week to go: all staff email from the Commissioner

A message was sent to all staff from Commissioner Andy Roe encouraging staff to participate in the consultation (screenshot below).

It's your London Fire Brigade, be part of it

 COMMUNICATIONS TEAM Mailbox <communications.team@london-fire.gov.uk>
To: All Exch Users



Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

This message is from the Commissioner and is for all staff

It's your London Fire Brigade, be part of it

Thank you to everyone who has taken part in our public consultation for our new community risk management plan (CRMP) since it went live at the end of May. We've called our plan Your London Fire Brigade to reflect that we will continue to work more closely with our communities, and that includes you, our staff.

This is our first plan since the Grenfell Tower fire, previously known as our London Safety Plan, and it acknowledges the changes that have already taken place, but we owe it to the bereaved and survivors, all Londoners and ourselves to do much more.

Your London Fire Brigade recognises the hard work happening across the Brigade now, and it builds on that to make sure our communities better understand what we do and how we can work with them in the future.

Each and every one of you live or work in communities across London, which means that your input into how we will keep London safe and improve engagement within those communities has never been more important.

With one week to go until the consultation closes, the big question is, have we got it right? You will all play a role in delivering Your London Fire Brigade when it launches early next year, so tell us what you think and get involved today.

The consultation should take around 10 to 15 minutes to complete. [To make it easier for you to take part a form has been created for staff. Your responses are both anonymous and confidential.](#) You can also take part by visiting london-fire.gov.uk/plan.

The consultation closes on Monday, 25 July.

Thank you.

Andy Roe
Commissioner

Mon 18/07/2022 16:26

22 July 2022: Commitment 8: We will work with other organisations to secure a safer future for everyone

A Hotwire story linked to a Yammer post and short film featuring Sub Officer George Mahoney from our Operational Assurance team talking about what this commitment means to him and what we're already doing. A Yammer announcement was used for this post with an email alert sent to all staff.

The Hotwire story also featured a short message from Deputy Commissioner, Richard Mills, encouraging staff to take part in the consultation.

YOUR LONDON FIRE BRIGADE:
OUR PLAN TO KEEP
LONDON SAFE
2023–2029

Independent Analysis Report
of Consultation Responses

Version Control

Version: 1.5
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Matthew Scott at TONIC
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EXECUTIVE SUMMARY

Background

London Fire Brigade's (LFB) mission is to serve and protect London, and, as part of this, they have worked with Londoners to develop a strategic plan, 'Your London Fire Brigade', which sets out how they intend to enhance their services by 2029, including prevention, protection, preparedness, response, recovery, and engagement. This plan meets LFB's requirements from the Fire and Rescue National Framework for England to produce an integrated risk management plan.

LFB ran a public consultation to hear from residents, organisations, businesses, community groups and LFB staff to inform the final plan and ensure it meets the needs, wants and expectations of the people they serve. The final plan will be published in January 2023.

Respondents to the consultation were encouraged to respond using an online questionnaire. This consisted of a series of 'closed' questions (where respondents were given a series of statements and a range of answers to choose from) and 'open' questions (where respondents were asked to write their views, ideas, suggestions and experiences in response to specific questions). Respondents were guided towards the following channels in order to respond to the consultation:

- TalkLondon: An online survey platform for residents of London
- TONIC: An online survey platform for LFB staff and organisations
- Paper survey: Paper-based versions of the survey for residents of London
- Email: A dedicated LFB email address allowing anyone to respond by email or letter instead of the survey
- Postal address: A postal address was also provided for receipt of written correspondence

The consultation exercise ran from 30th May to 25th July 2022.

Methodology

LFB asked TONIC an independent social research organisation specialising in public consultations, (for more information see their website: www.tonic.org.uk) to produce a summary of responses to the consultation. To achieve this, we conducted quantitative analysis for all responses to the 'closed' questions and used thematic analysis to summarise the written responses to the 'open' questions, providing an overall analysis of themes relevant to the consultation. These findings are set out in this report. Responses by organisations, many of which did not follow the set of survey questions as they responded by email or letter, are summarised individually in their own section of this report.

Respondents

2,239 responses were received to the consultation, with 1,339 (60%) from members of the public, 837 (37%) from London Fire Brigade staff, 48 (2%) who preferred not to say and 15 (1%) on behalf of organisations. A total of 907 responses were received via LFB's Talk London online survey platform, 1,064 via TONIC's online survey platform, and 259 on paper survey forms. There were also 9 freeform email responses received from organisations and politicians.

Please note that these figures exclude blank and duplicate responses. In addition, this report does not include analysis of data from the focus groups, stakeholder meetings and YouGov survey that LFB also ran as part of this consultation exercise. Further information about the results of that work can be found on the LFB website.

Headline Findings

Support from all respondent types

The majority of members of the public, LFB staff, and respondents who preferred not to say what respondent type they were, all felt the proposed plan captures the risks LFB should respond to and supported most of the elements put forward by LFB in the consultation. This includes support for the following elements:

- Giving local LFB leaders greater control and influence to deliver services to meet communities' needs
- Building trust with local communities by asking about their needs and developing plans together to improve safety
- Providing local LFB leaders with data needed to make decisions about services at local level
- Enabling staff to use technology to collect information about risks identified when working with communities
- Providing online resources that allow people to find answers to frequently asked questions and find out more about services
- Developing a range of ways for Londoners to access non-emergency advice
- Making fire stations welcoming, accessible places where people can come for guidance and support
- Anticipating and prepare for future demands by analysing trends in London and elsewhere
- Introducing the most modern equipment available for firefighting and responding to incidents
- Providing the public with a range of ways to give information about incidents as they are happening
- Increasing awareness of services offered and ways to reach LFB
- Providing live updates on incidents to London's communities
- Ensuring LFB staff can easily identify the needs of people using services and offer the right services and solutions
- Providing support to people directly involved in an incident and others affected by it, to support recovery
- Listening to feedback on performance to learn and develop
- Increasing the talent and diversity of our workforce to help shape LFB's culture
- Improving staff wellbeing and being inclusive of diverse needs
- Prioritising staff health and safety and support staff throughout their careers
- Simplifying business processes to improve productivity, allowing staff to spend more time improving safety
- Improving team working and reducing duplication for more efficient delivery
- Investing in latest office technology to deliver better quality services and solutions
- Evaluating which services deliver the most and least value to prioritise resources that make people safest
- Working with other fire and rescue services to identify good practice and introduce consistent ways of working
- Delivering services in an environmentally sustainable way

In addition, the majority of each of the respondent types were satisfied that:

- The proposed allocation of resources will address risks in London
- The proposed improvements to fire safety in buildings will address risk in London

Support from members of the public and LFB staff

A number of elements had majority support from both members of the public and LFB staff, but had more mixed views from the, albeit small (n=48), group of respondents who preferred not to say what respondent type they were:

- Collecting information from social media to understand Londoners' views of services to help improve them
- Improving recruitment and retention to ensure workforce reflects the city's diversity
- Working with other organisations to deliver wider benefits to communities even outside of usual responsibilities
- The extent to which the plan enables LFB to provide services that respond to the needs of all communities
- The extent to which the plan strengthens LFB leadership on equality and diversity
- The extent to which the plan achieves a workforce that reflects the diversity of London
- That proposed response time information provides a way for the public to see if LFB are meeting commitments
- That the plan will improve trust in LFB to serve and protect London

Ranking the four targets to measure how quickly LFB arrive at incidents targets

Consultation respondents were asked to rank four of LFB's targets, listed in the consultation document around how quickly LFB respond to an incident, in the order they felt was most important. Some ranked all four of these, whilst others only chose one target that they felt was most important. LFB staff ranked the response targets in the following way, from highest to lowest priority:

- 1) To get the first fire engine to an incident within 6 minutes, on average ('6 minute' target)
- 2) To get the second fire engine to an incident within 8 minutes, on average ('8 minute' target)
- 3) To get a fire engine anywhere in London within 10 minutes, 90% of the time ('10 minute' target)
- 4) To get a fire engine anywhere in London within 12 minutes, 95% of the time ('12 minute' target)

Both the public and respondents who preferred not to say what respondent type they were, ranked target the '12 minute' target most highly. Members of the public then ranked the remaining targets in the following way, from highest to lowest priority¹:

- 2) '6 minute' target
- 3) '8 minute' target
- 4) '10 minute' target

There were mixed views about the proposal to remove the '12 minute' target from the plan. LFB staff opinion was fairly evenly spread between the options, with 39% agreeing, 31% disagreeing and 30% stating that they did not know. Nearly half of the public agreed with the proposal (47%) with 23% disagreeing. Amongst those who preferred not to say what respondent type they were, 29% agreed with the proposal and 54% disagreed with this.

Themes from responses to 'open' questions

A number of themes arose in responses to the 'open' questions in the consultation. In general, and in line with the results of the 'closed' questions, the most commonly expressed themes were ones of support for the proposals put forward in the CRMP and for the actions and measures designed to address risk in London. Respondents felt that the measures were comprehensive and well-presented. Many respondents expressed reassurance that closures and cutbacks were not planned.

As is generally the case, however, where qualitative feedback and comments were received the themes that emerged were often of a critical nature, as well as suggesting perceived shortfalls and missed opportunities in the proposed plan. Chief among these was the concern that increased extra duties and roles imposed on firefighters may interfere with what was seen as the prime responsibilities of frontline response and fire prevention and protection. These concerns surfaced most frequently with relation to the proposals for the LFB to increase its function in building inspections and regulation enforcement, community engagement and relationship building, and issues related to equality and diversity. These concerns were particularly prevalent with members of the public who wanted to be assured that firefighters would primarily be employed to fight fires whenever needed and required and that operational frontline response would remain a priority.

In line with previous LFB public consultations, there was strong support from the public for the LFB to become more heavily involved in the planning of new buildings and, in particular, in the enforcement of building regulations. Many respondents, however, doubted that current legislative powers of enforcement were strong enough, encouraging changes in procedure and law so that the LFB was given the power to ensure developers, landlords and property management companies complied with requirements or suffered swift and stringent legal ramifications. As mentioned above, however, because of concerns with regard to staffing levels and with the possibility of an increase in tasks

¹ NOTE: When considering the public response of prioritising target D, public responses to the next consultation question reveal that nearly half (47%) would be in favour of removing the '12 minute' target going forward and only 23% would be against this move. This implies that there may have been some misunderstanding of how to respond to this question by members of the public and should be considered when looking at these results.

detracting from operational frontline response it was felt that more personnel would be required to carry out these duties – with Fire Brigade staff in particular stating concern over the size of the task and the availability of necessary resources, with many feeling there was a need for much more area-specific training and for the introduction of specialised and dedicated fire safety and building inspection teams.

As well as wishing to see more investment in personnel, members of London Fire Brigade staff were also much more likely than members of the public to suggest that the plan place more emphasis on investment in improving frontline equipment; more likely to feel that the service is currently stretched and unable to cope with demand; more likely to suggest actions and measures should be made borough-specific; and more likely to submit negative feedback regarding the CRMP in general – particularly that the plan was, in parts, vague, confused, and poorly-worded.

Members of the public, on the other hand, were much more likely than Fire Brigade staff to say that they would like to see a greater emphasis on fire prevention strategy; to want an increase in the number of fire stations and engines; to strongly support the proposed improvements to building safety; and to express concern that a drive to ensure diversity among the workforce may be compromising skill and task suitability, and that the best people for the job may not always be the ones who are hired.

Finally, in accordance with previous consultations, there were strong expressions of gratitude and support for the work of the London Fire Brigade, with many members of the public speaking of positive experiences they had had in the past and a sense of assurance that a dedicated and professional Brigade would be there for them in the future, while Brigade staff spoke of the encouraging feedback they had received, as well as the feeling of trust and appreciation they felt from the members of their communities and from Londoners as a whole. From many, the message can be summarised as: “You already do a great job. We already trust you. Keep up the good work.”

1. INTRODUCTION

1.1 Context

London Fire Brigade's (LFB) mission is to serve and protect London, and, as part of this, they have worked with Londoners to develop a strategic plan, 'Your London Fire Brigade', which sets out how they intend to enhance their services by 2029, including prevention, protection, preparedness, response, recovery, and engagement. This plan meets LFB's requirements from the Fire and Rescue National Framework for England to produce an integrated risk management plan.

LFB ran a public consultation to hear from residents, organisations, businesses, community groups and LFB staff to inform the final plan and ensure it meets the needs, wants and expectations of the people they serve. The final plan will be published in January 2023.

Respondents to the consultation were encouraged to respond using an online questionnaire. This consisted of a series of 'closed' questions (where respondents were given a series of statements and a range of answers to choose from) and 'open' questions (where respondents were asked to write their views, ideas, suggestions and experiences in response to specific questions). Respondents were guided towards the following channels in order to respond to the consultation:

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In addition to the above, a number of other consultation activities were run by LFB. Details of this work and their findings can be found in the covering report prepared by LFB.

The consultation exercise ran from 30th May to 25th July 2022.

1.2 Methodology

LFB asked TONIC, an independent social research organisation specialising in public consultations (for more information see their website: www.tonic.org.uk) to produce a summary of responses to the consultation. To achieve this, we conducted quantitative analysis for all responses to the 'closed' questions and used thematic analysis to summarise the written responses to the 'open' questions, providing an overall analysis of themes relevant to the consultation. Responses by organisations, many of which did not follow the set of survey questions as they responded by email or letter, are summarised individually in their own section of this report.

It is worth noting that a number of respondents to the online survey indicated that they were responding on behalf of an organisation, and then confirmed in the following clarification question that they were actually responding as an individual, giving their own personal views rather than providing an official response from an organisation. Therefore, those individuals were reclassified as responses from members of the public. As a further check, all of their open text responses were examined to see whether they used language that showed that they were responding as an individual rather than on behalf of an organisation, for example, saying "I believe..." rather than "[Name of organisation]/We believe...".

We performed quantitative analysis of the multiple-choice 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 conducted a qualitative analysis on all free text responses to ‘open’ questions in the survey and responses that were received by email or letter using thematic analysis, which 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.

These findings are summarised in this report by allocating them to the most relevant question for LFB staff and members of the public, whilst organisations (the majority of whom responded by email or letter) have their responses summarised in a separate section in this report.

Further points to note regarding 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 554 (out of a total of 2,228 survey respondents). Each open question, therefore, was answered by an average of around 25% of the respondents.
- A large number of ideas and suggestions were submitted that were not strictly relevant to the question that was being asked – however, where this input was deemed relevant to a subsequent or previous question it was included in the response numbers and themes there, with totals calculated across all questions to best represent the frequency of responses on a particular theme.
- Likewise, when suggestions and ideas were spread across multiple questions these were merged and assigned to the most relevant question.
- For most questions, some respondents wrote answers such as “no comment”, “not applicable”, and “nothing to add”. These answers were removed and are not included in the figures above.

1.3 Report Structure

Section 2 presents the responses to the consultation in the order that the questions were laid out in the survey. In general, a series of quantitative (closed/multiple choice) questions were asked which were then followed by qualitative (open) questions which sought elaboration for the reasons why respondents had answered as they had, as well as eliciting views and opinions on the relevant subject.

These views are presented as tables of themes, including the number of respondents who addressed each theme, by type and by percentage of the whole, followed by descriptions of the themes (where necessary) and quotes which have been selected to further illustrate the respondent sentiment and give a first-hand voice to the theme that was raised.

Quotes also include a designation for respondent type, whether member of the public, member of London Fire Brigade staff, or those who preferred not to say – though it should be noted that there is the possibility that some members of staff could have designated themselves as members of the public.

Section 3 presents individual summaries of the 15 responses that were received as the official response sent on behalf of an organisation.

2. FINDINGS FROM ANALYSIS OF CONSULTATION RESPONSES: MEMBERS OF THE PUBLIC AND LFB STAFF

The findings from the analysis of consultation responses to the online and paper survey by members of the public and members of London Fire Brigade staff (as well as those who preferred not to say) are set out in this chapter.

Analysis is presented here in the order questions were asked in the survey, and are labelled as “Q” for question, then the number of the question, e.g., Q1, Q2, Q3, etc.

Please note that all percentage figures given in the written narrative are rounded to the nearest whole number, with the numbers to one decimal place given in the related graphs. In some cases, therefore, the summed total may not add up to one hundred percent.

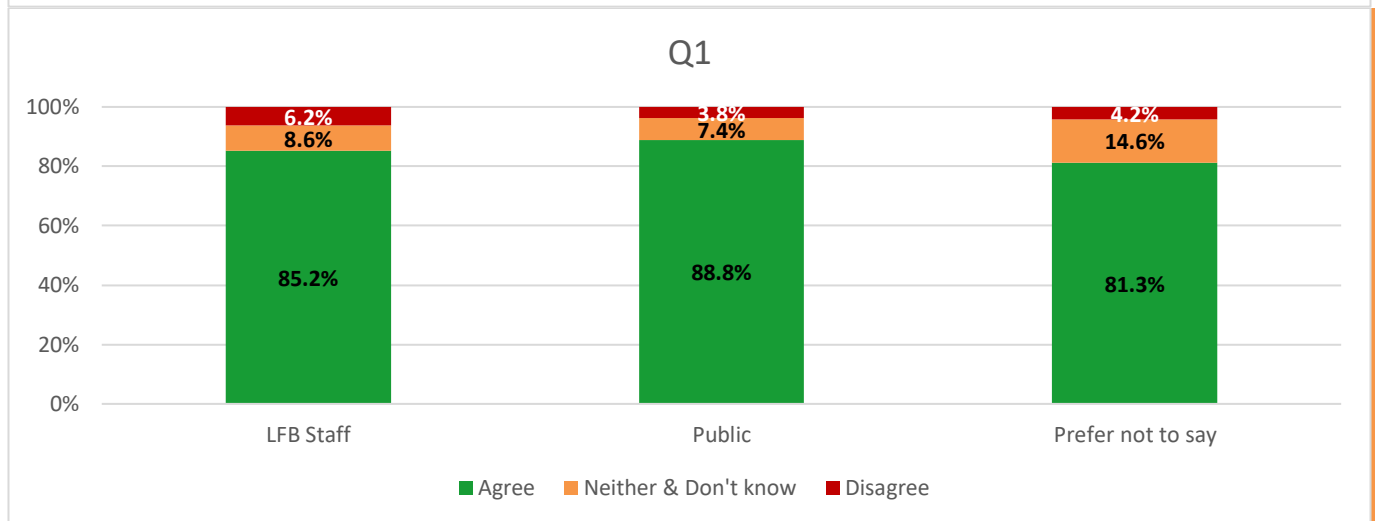
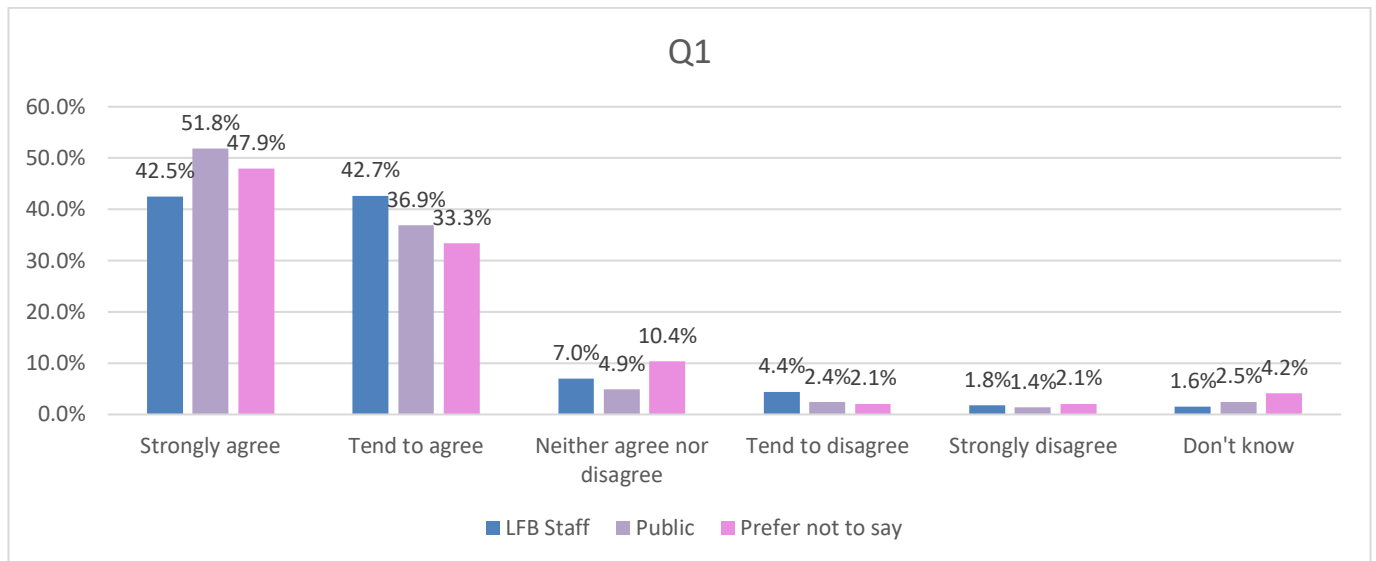
For each ‘closed’ question in this report, we show two graphs:

- (i) Showing the responses in full broken down by respondent type (i.e. member of the public, LFB staff or where they preferred not to say).
- (ii) Showing a summary of responses. This is where we have added together responses to the top two and bottom two options of the response scale into single categories to help the reader understand the results more simply. An example of this would be that we have added together the responses to ‘strongly agree’ and ‘tend to agree’ into a single category, relabelled as ‘agree’. This data is also broken down by respondent type.

Q1. The plan sets out all the risks that London Fire Brigade might need to attend to, both fire and non-fire. We review this every year to ensure it is up-to-date. These include: Day-to-day risks like road traffic collisions and fires in the home, in commercial buildings or outdoors. Extraordinary risks like major fires, floods, pandemics, or terrorism. Future events we must respond to, like population change, climate change, changes to the built environment, and security issues. To what extent do you agree or disagree that this captures the risks that London Fire Brigade should respond to?

There were 2,222 responses to this question - 1,337 members of the public, 837 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (89%), LFB staff (85%), and respondents who preferred not to say (81%) were in agreement with the statement.



Q2. Suggestions for additional risks

533 responses were provided to this question, with 372 coming from members of the public and 161 from Fire Brigade staff.

Additional risks and events that were put forward to be considered for special attention and preparation were:

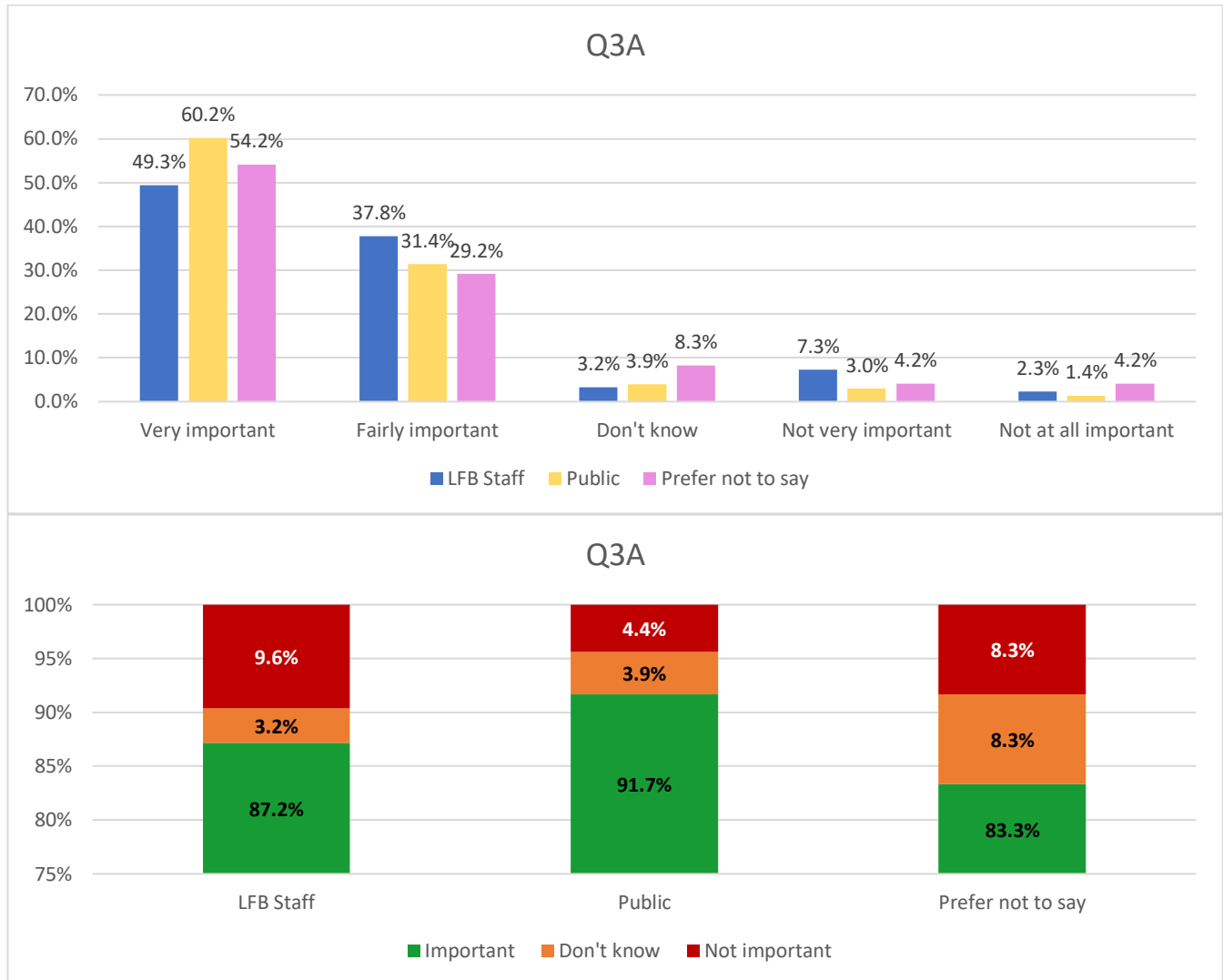
Theme	Number of responses
Internal risks (such as budget cuts, staff shortages and limited resources)	37
Water safety and rescue	22
Issues that may arise from the growth of new technology, such as batteries and chargers for electric cars, e-bikes, e-scooters, and smart doors entry and access systems	18
Issues caused by large crowds (e.g., festivals, sporting events, protests, riots)	16
Industrial accidents or chemical spills involving hazardous materials	15
Incidents on the rail network and underground	14
War or nuclear attack	13
Boat and houseboat fires (especially Taggs Island and Hampton)	12
Suicides	8
Road conditions or blocked access	8
Cyberattack	7
Airport and aircraft incidents	7
Preparation for potential energy and fuel crises	6
Food and water shortages	4
Droughts	4
Evacuation plans for large buildings (e.g., hospitals)	4
Damage caused by strong winds	3
Sinkholes	2
Building safety and potential collapses (especially historic and iconic buildings)	1
Bridge or tunnel collapses	1

Q3. The plan sets out the actions we will take to provide a service that meets the needs of your local area. How important, if at all, do you think it is that London Fire Brigade (LFB) works to:

Q3A. Give local LFB leaders greater control and influence to deliver services to meet communities' needs

There were 2,176 responses to this question - 1,295 members of the public, 833 members of LFB staff, and 48 who preferred not to say.

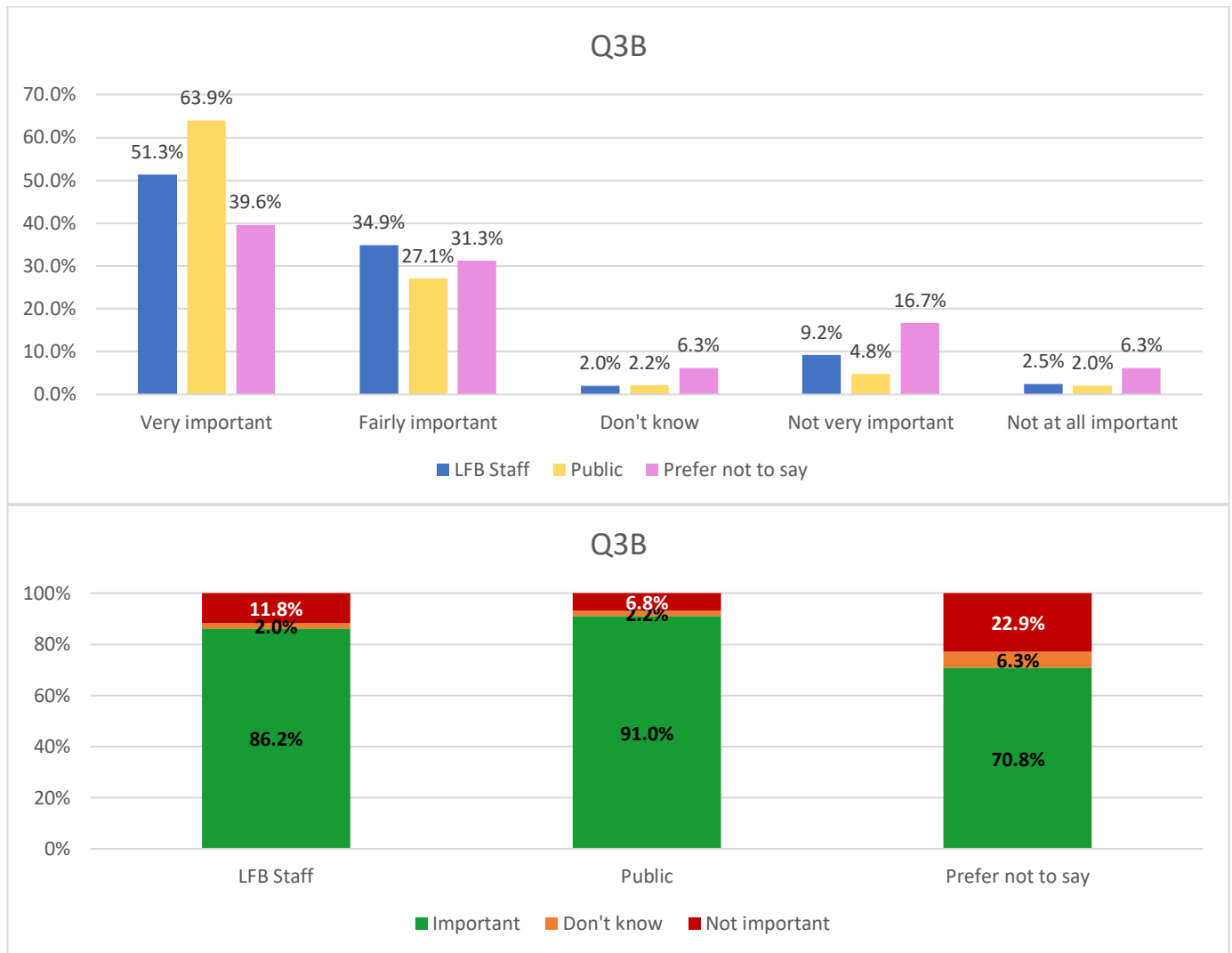
The majority of members of the public (92%), LFB staff (87%), and respondents who preferred not to say what respondent type they were (83%) felt this was important.



Q3B. Build trust with local communities by asking about their needs and developing plans together to improve safety

There were 2,174 responses to this question - 1,292 members of the public, 834 members of LFB staff, and 48 who preferred not to say.

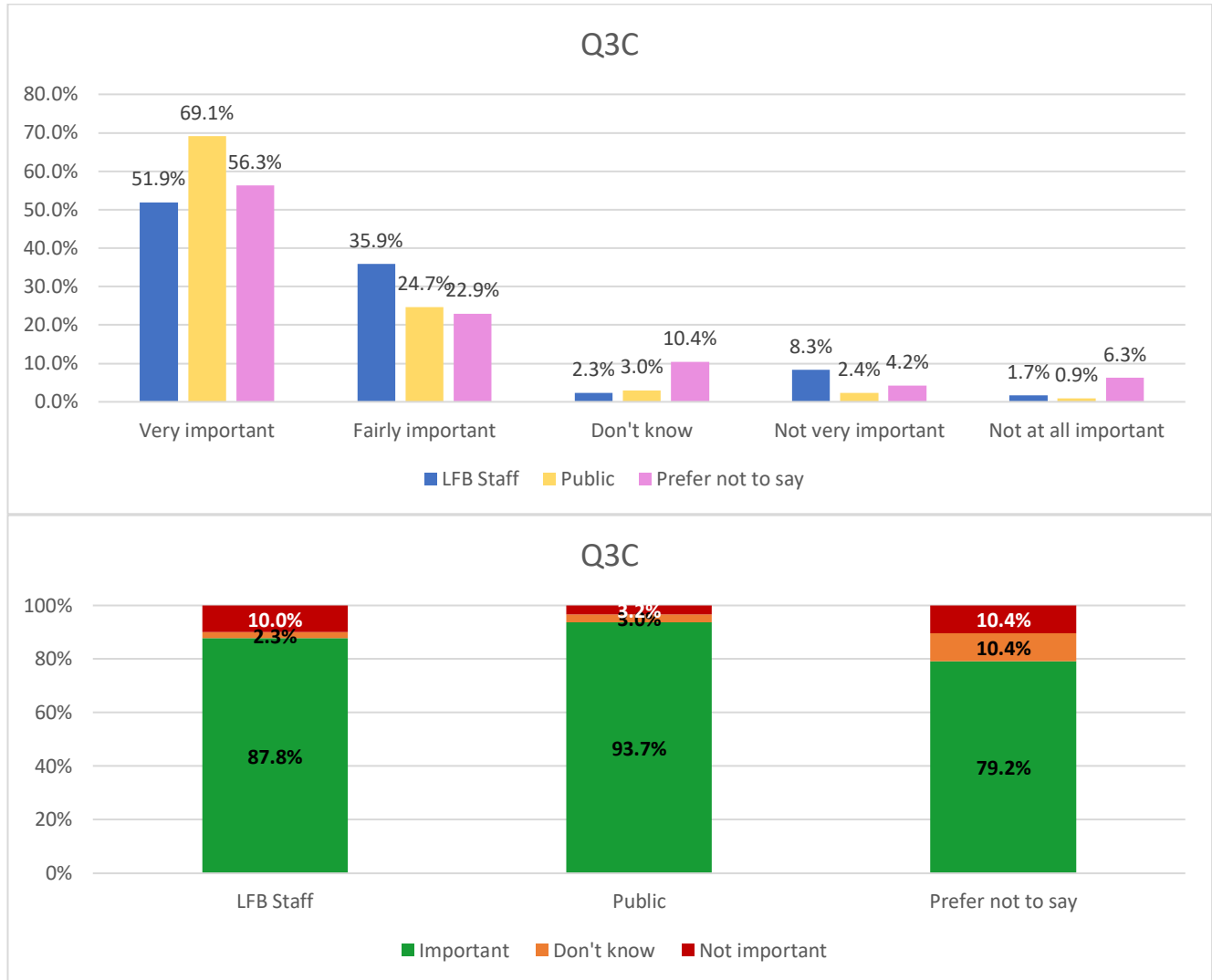
The majority of members of the public (91%), LFB staff (86%), and respondents who preferred not to say what respondent type they were (71%) felt this was important.



Q3C. Provide local LFB leaders with data needed to make decisions about services at local level

There were 2,174 responses to this question - 1,293 members of the public, 833 members of LFB staff, and 48 who preferred not to say.

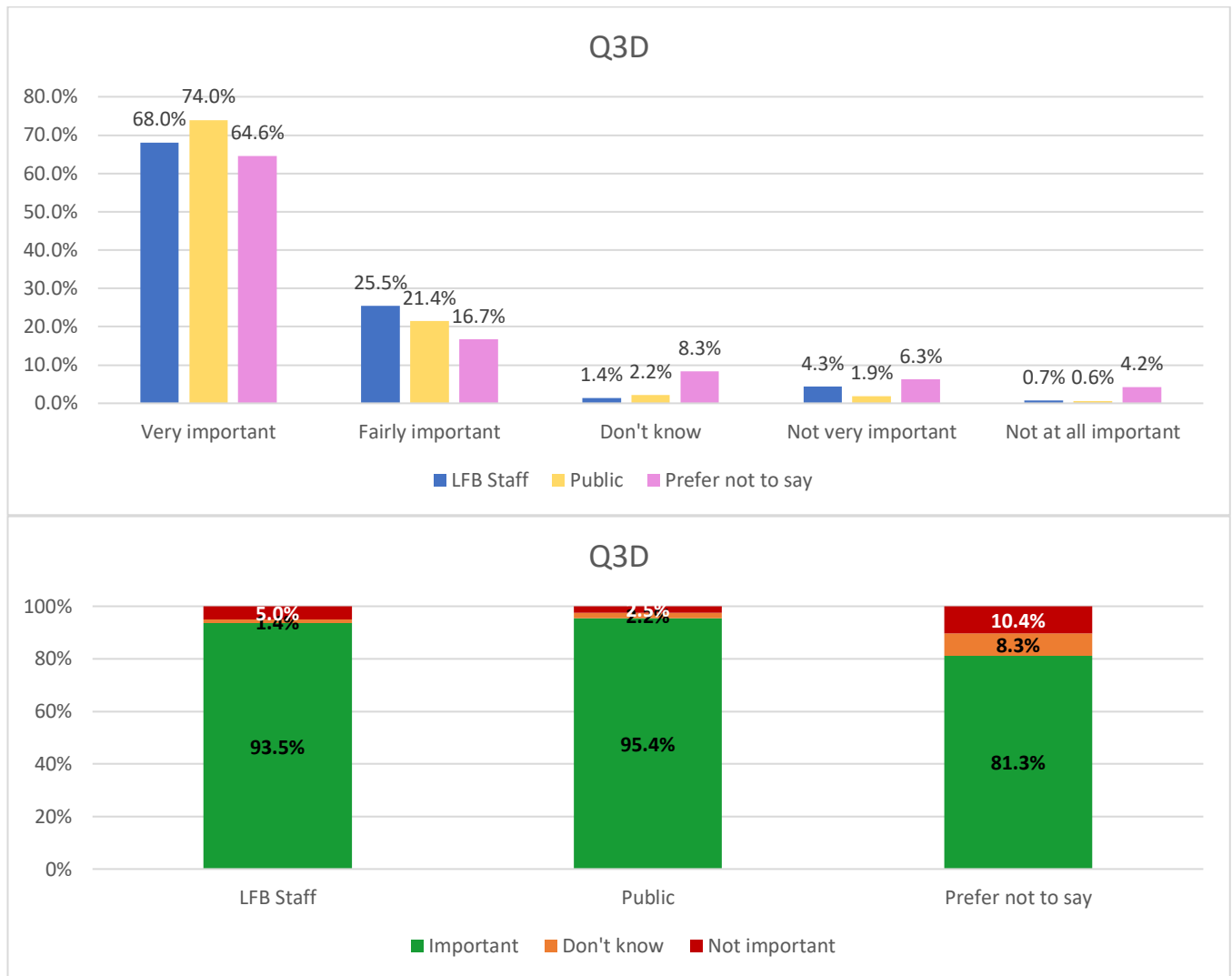
The majority of members of the public (94%), LFB staff (88%), and respondents who preferred not to say what respondent type they were (79%) felt this was important.



Q3D. Enable staff to use technology to collect information about risks identified when working with communities

There were 2,174 responses to this question - 1,294 members of the public, 832 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (95%), LFB staff (94%), and respondents who preferred not to say what respondent type they were (81%) felt this was important.

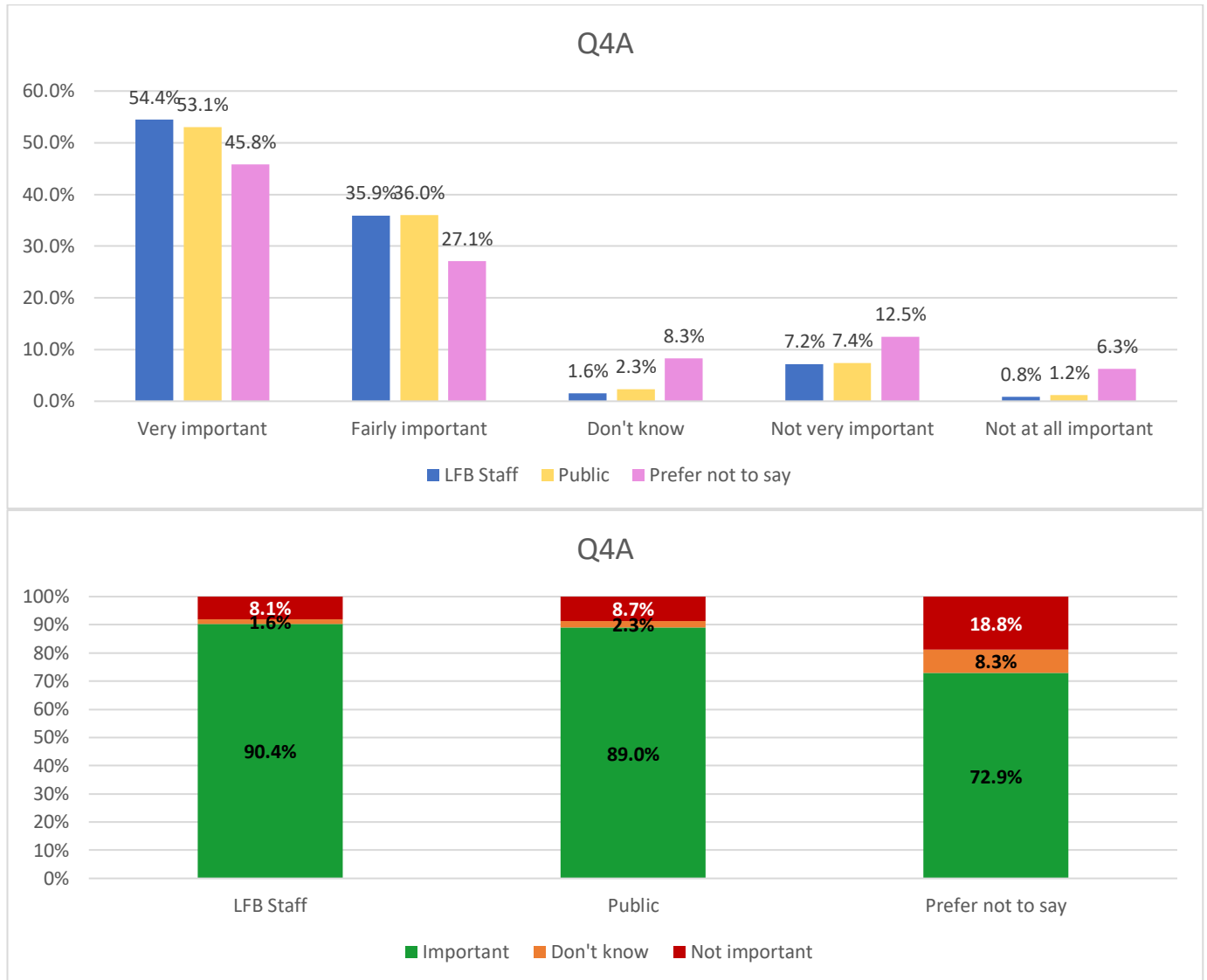


Q4. The plan sets out how we propose to make it easier for you to access our services. How important, if at all, do you think it is that London Fire Brigade works to:

Q4A. Provide online resources that allow people to get answers to questions and find out more about services

There were 2,173 responses to this question - 1,293 members of the public, 832 members of LFB staff, and 48 who preferred not to say.

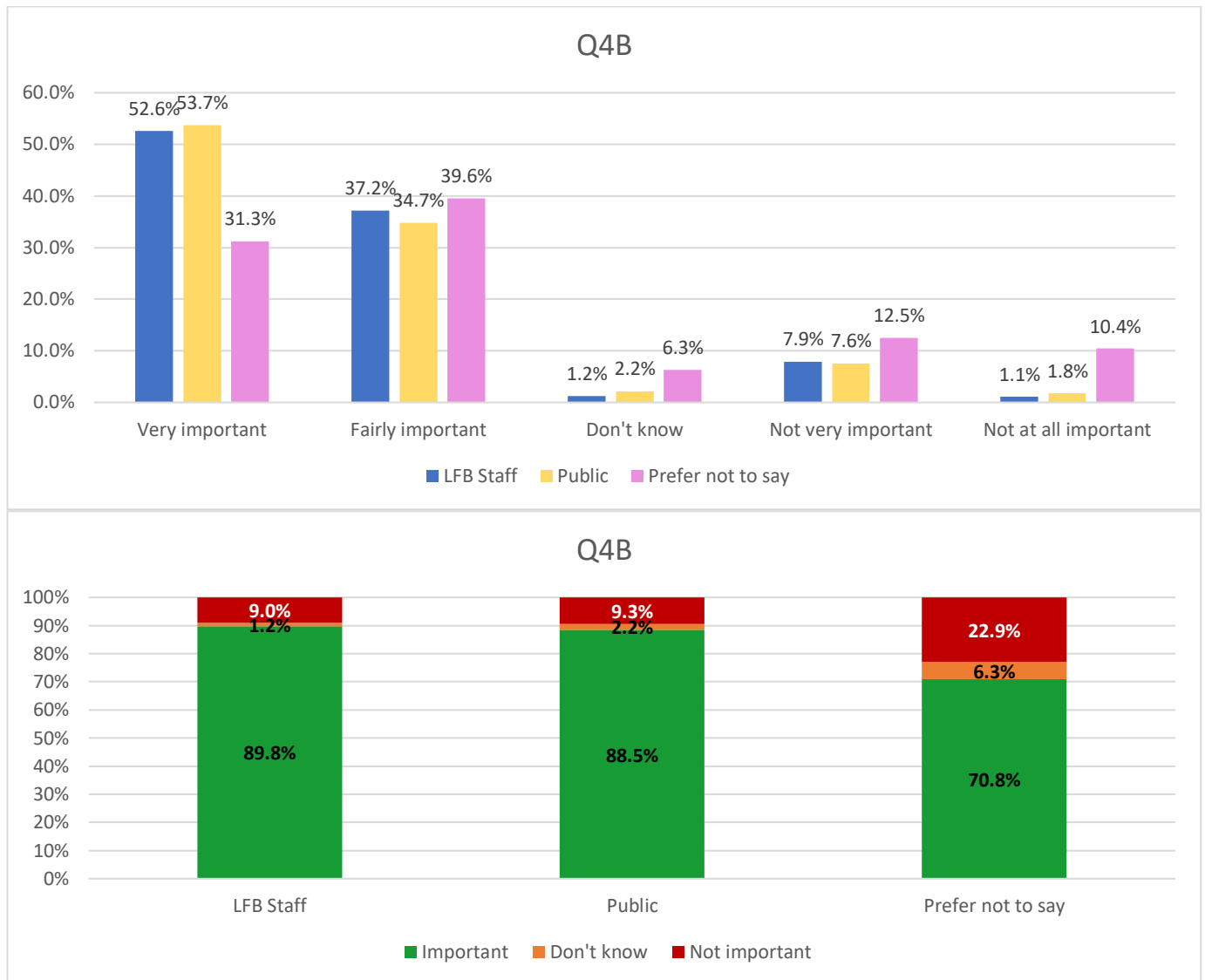
The majority of members of the public (89%), LFB staff (90%), and respondents who preferred not to say what respondent type they were (73%) felt this was important.



Q4B. Develop a range of ways for Londoners to access non-emergency advice

There were 2,176 responses to this question - 1,295 members of the public, 833 members of LFB staff, and 48 who preferred not to say.

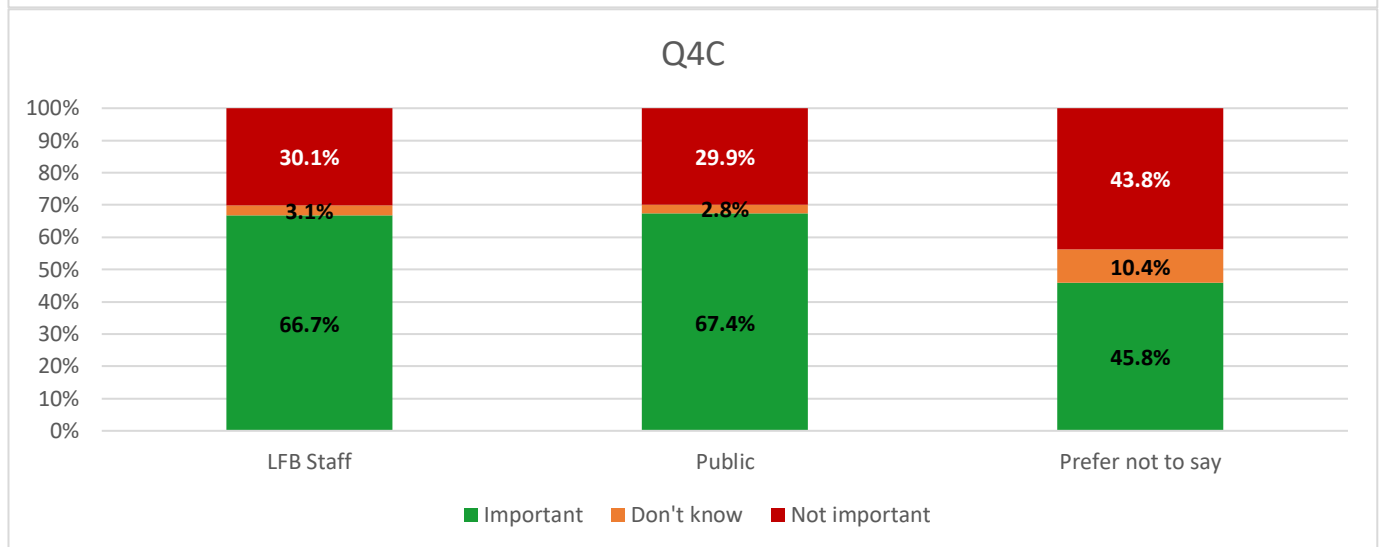
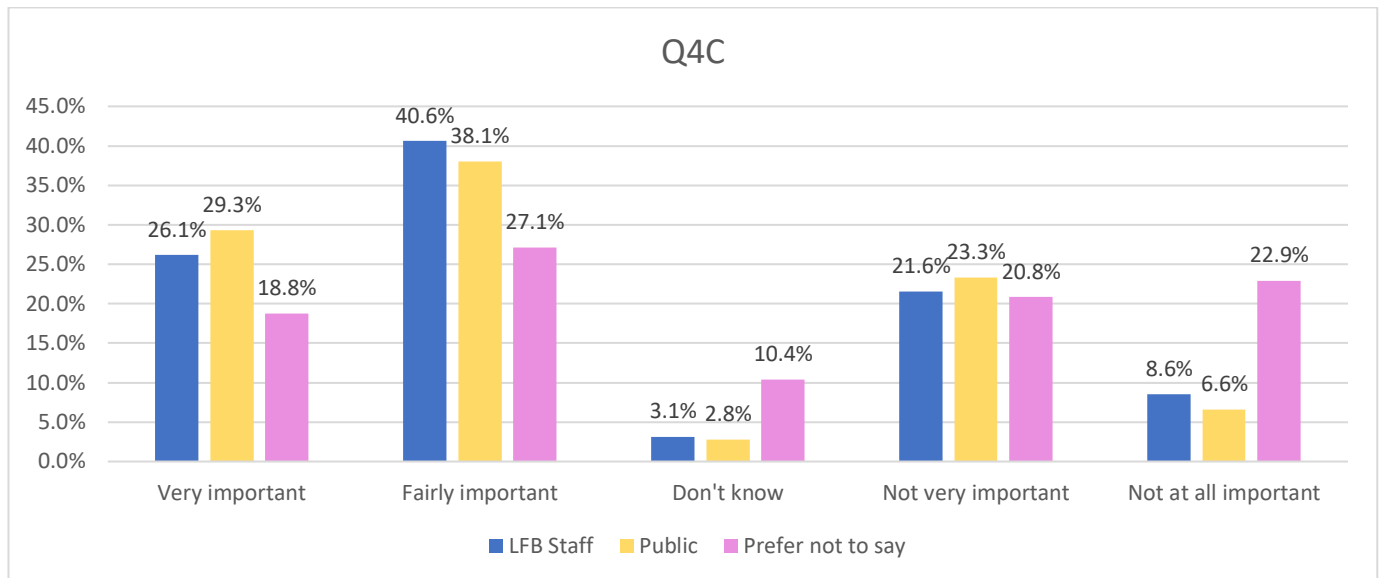
The majority of members of the public (88%), LFB staff (90%), and respondents who preferred not to say what respondent type they were (71%) felt this was important.



Q4C. Collect information from social media to understand Londoners' views of services to help improve them

There were 2,171 responses to this question - 1,293 members of the public, 830 members of LFB staff, and 48 who preferred not to say.

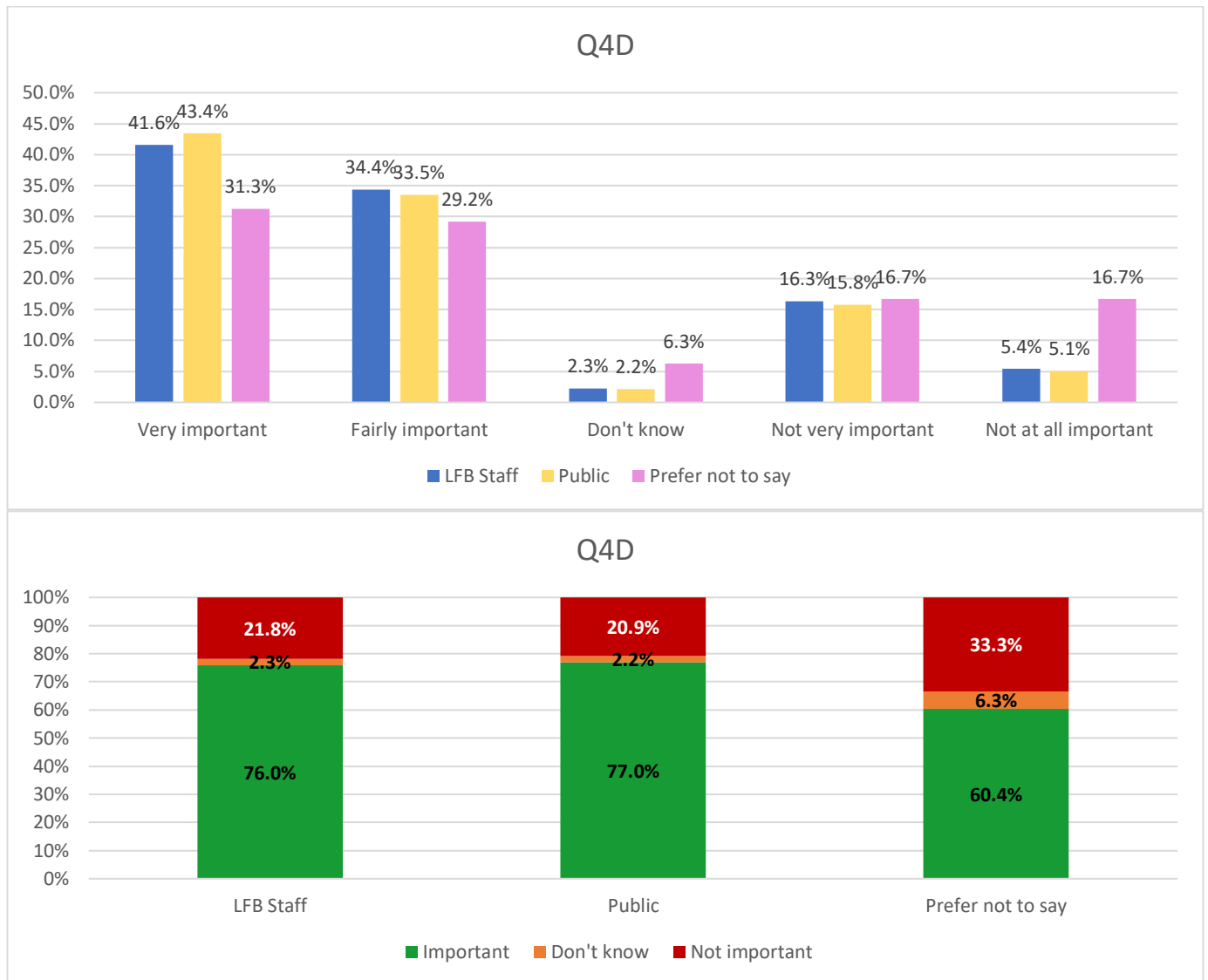
The majority of members of the public (67%) and LFB staff (67%) felt this was important. For respondents who preferred not to say what respondent type they were, 46% felt this was important and 44% felt it was not important.



Q4D. Make fire stations welcoming, accessible places where people can come for guidance and support

There were 2,174 responses to this question - 1,294 members of the public, 832 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (76%), LFB staff (77%), and respondents who preferred not to say what respondent type they were (60%) felt this was important.

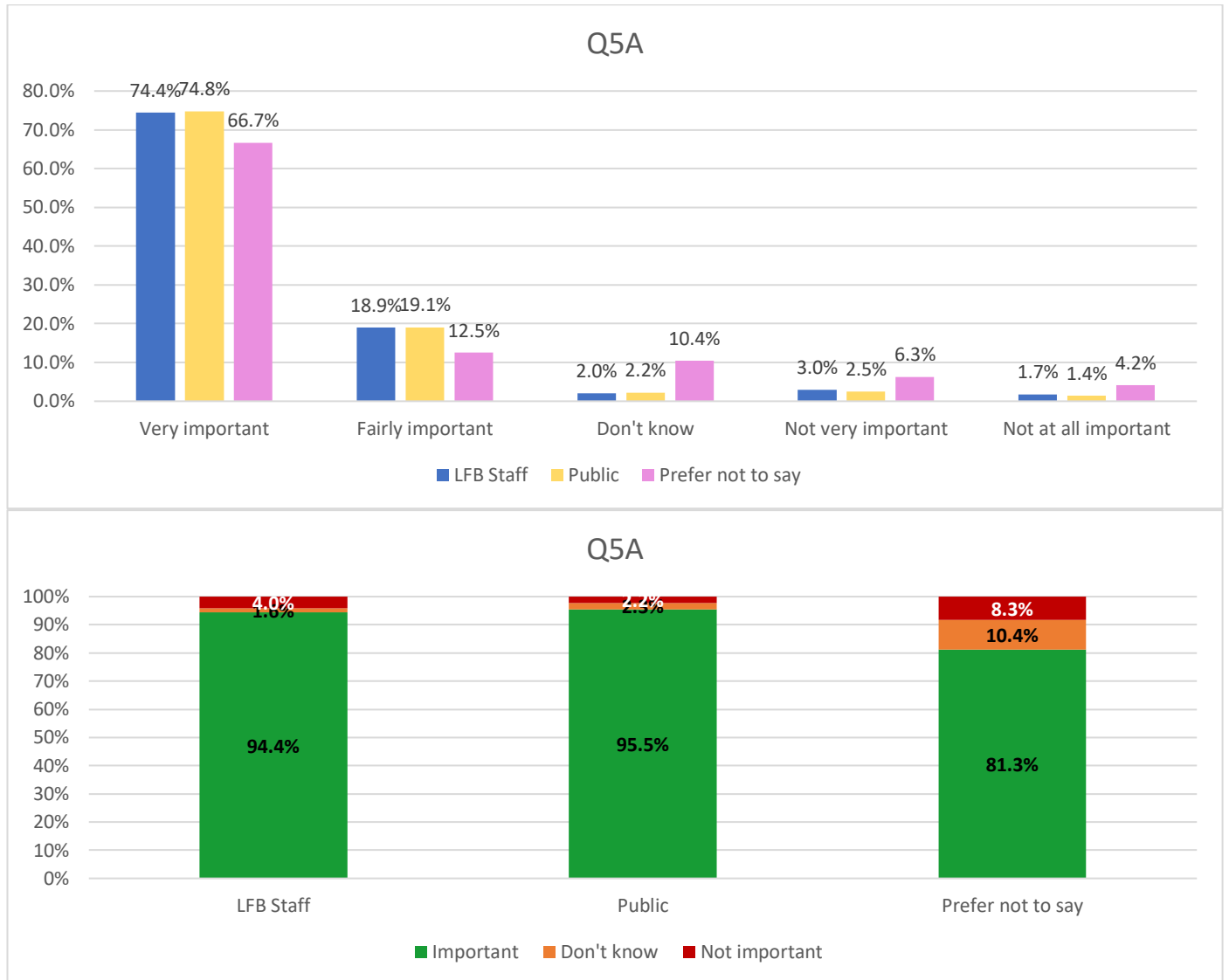


Q5. The plan sets out how we will adapt our services as your needs change. How important, if at all, do you think it is that London Fire Brigade works to:

Q5A. Anticipate and prepare for future demands by analysing trends in London and elsewhere

There were 2,109 responses to this question - 1,246 members of the public, 815 members of LFB staff, and 48 who preferred not to say.

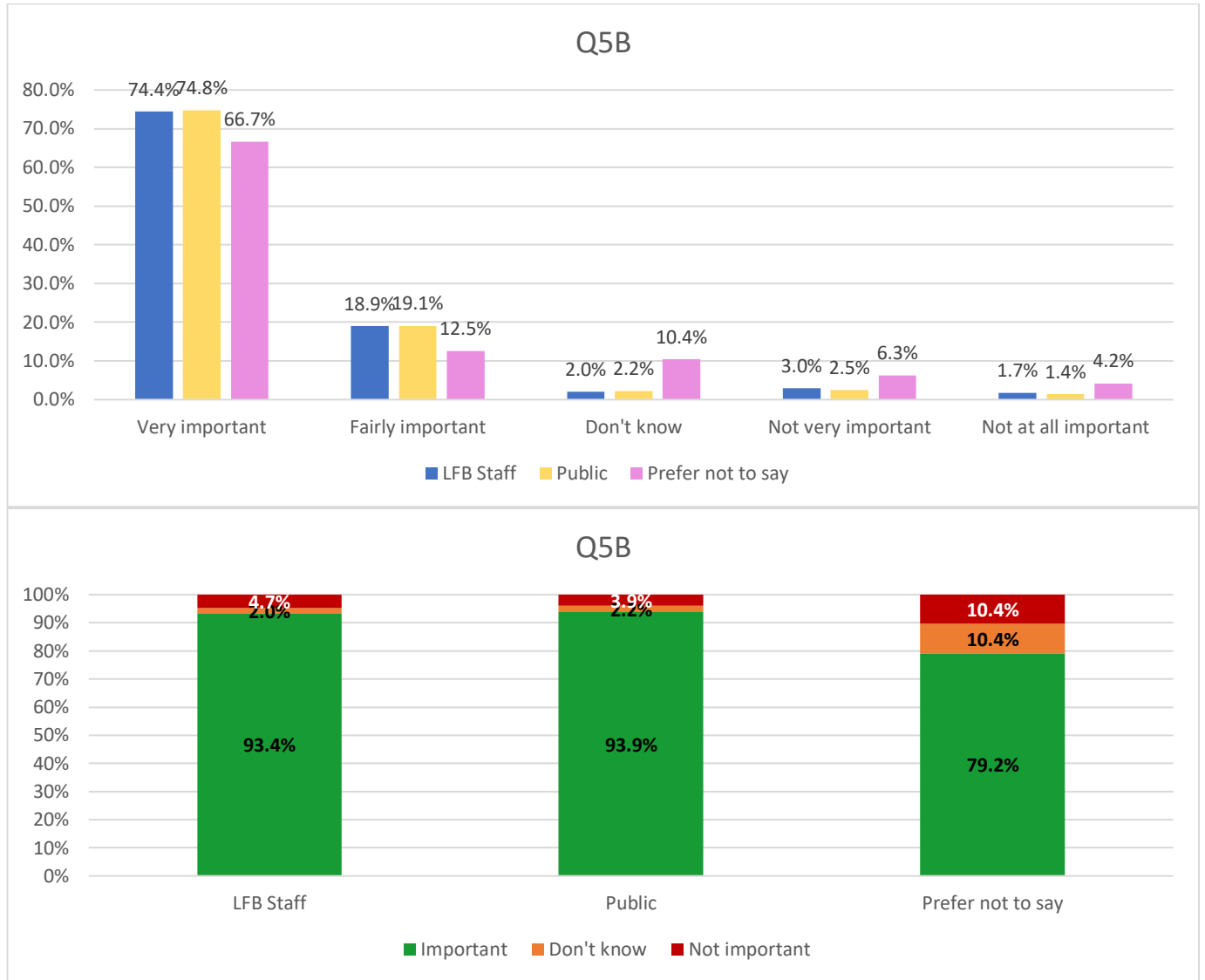
The majority of members of the public (96%), LFB staff (94%), and respondents who preferred not to say what respondent type they were (81%) felt this was important.



Q5B. Introduce the most modern equipment available for firefighting and responding to incidents

There were 2,108 responses to this question - 1,247 members of the public, 813 members of LFB staff, and 48 who preferred not to say.

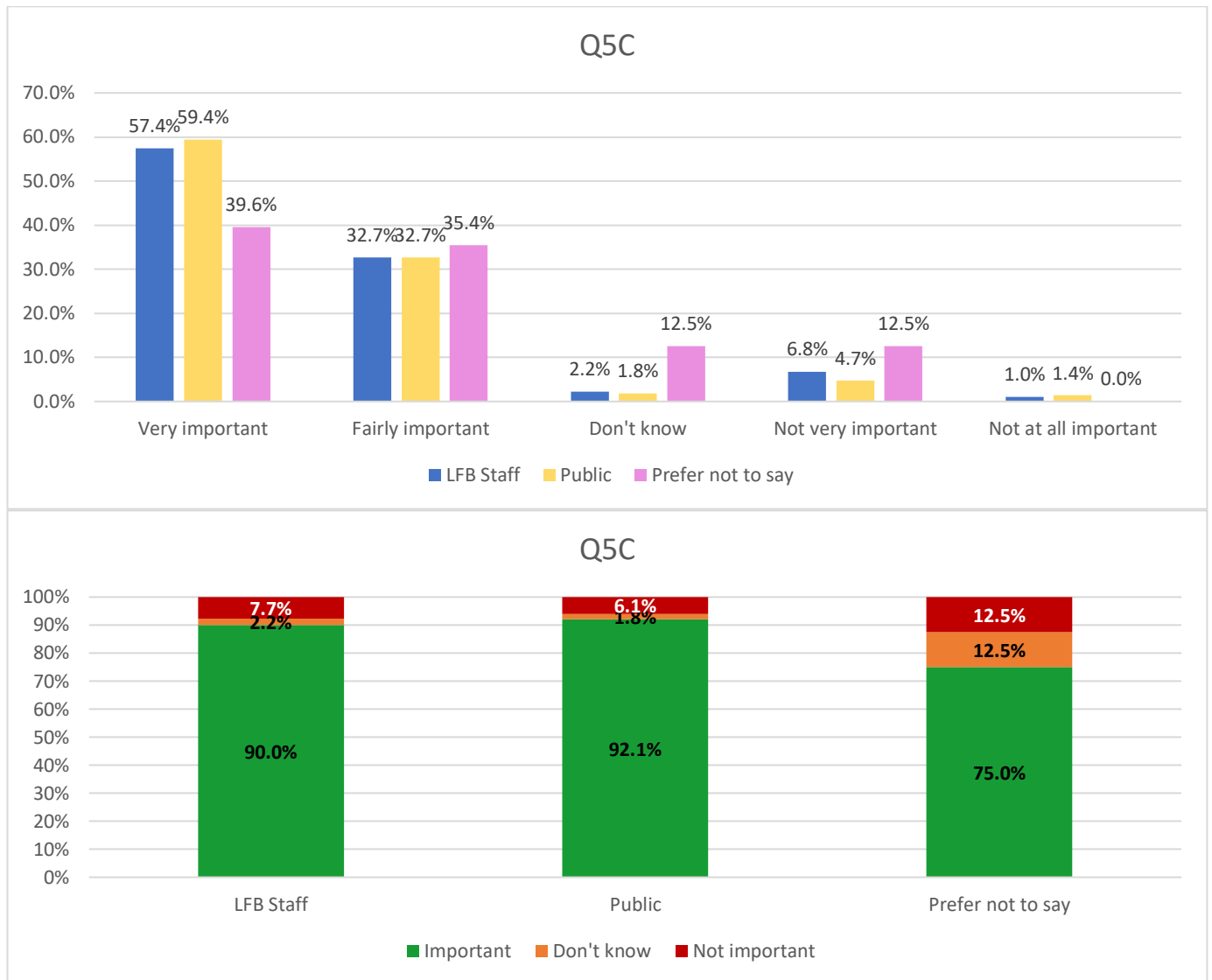
The majority of members of the public (94%), LFB staff (93%), and respondents who preferred not to say what respondent type they were (79%) felt this was important.



Q5C. Provide public with a range of ways to give information about incidents as they are happening

There were 2,108 responses to this question - 1,246 members of the public, 814 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (92%), LFB staff (90%), and respondents who preferred not to say what respondent type they were (75%) felt this was important.

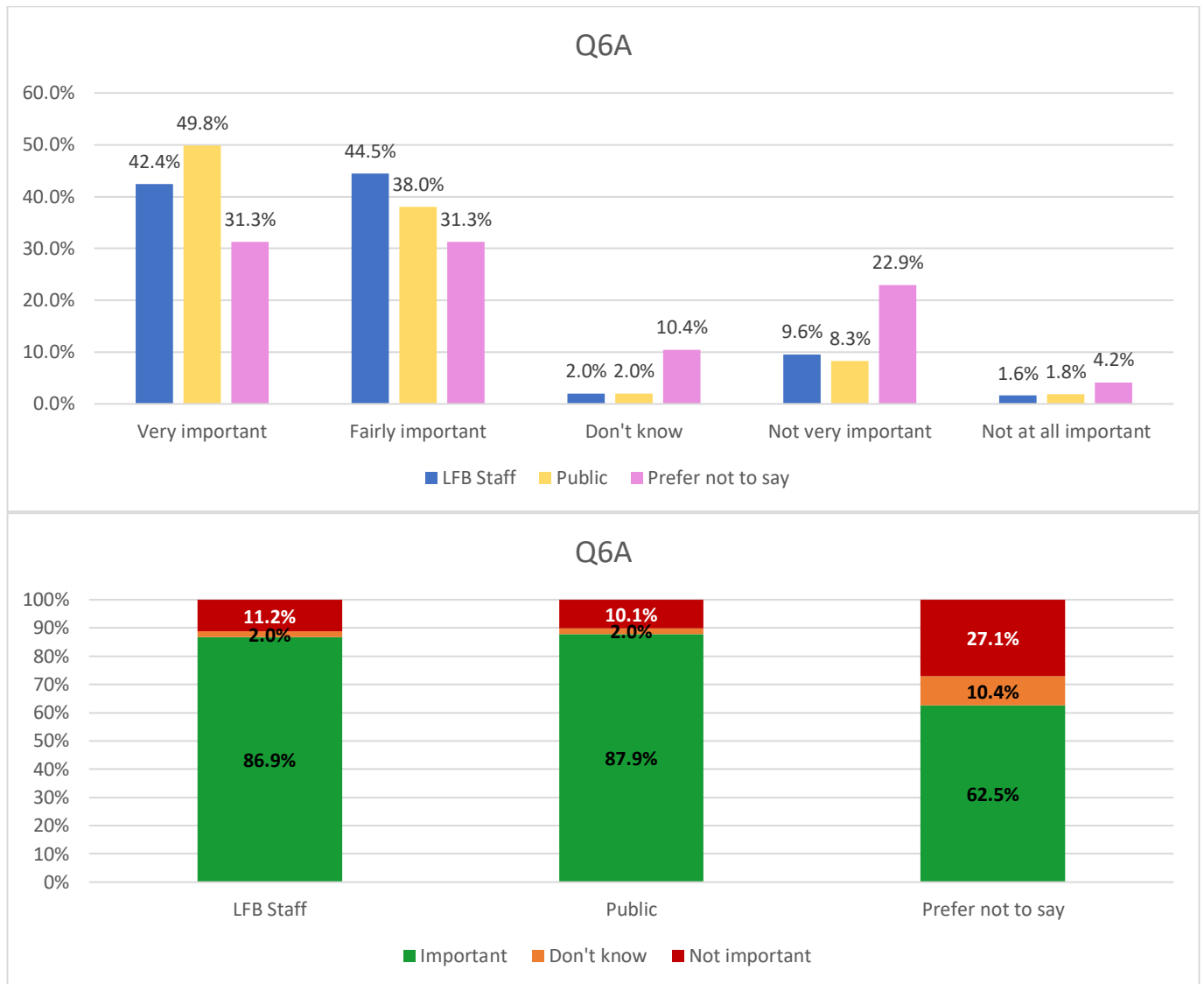


Q6. The plan sets out how we will design our services around your needs and concerns. How important, if at all, do you think it is that London Fire Brigade works to:

Q6A. Increase awareness of services offered and ways to reach LFB

There were 2,108 responses to this question - 1,246 members of the public, 814 members of LFB staff, and 48 who preferred not to say.

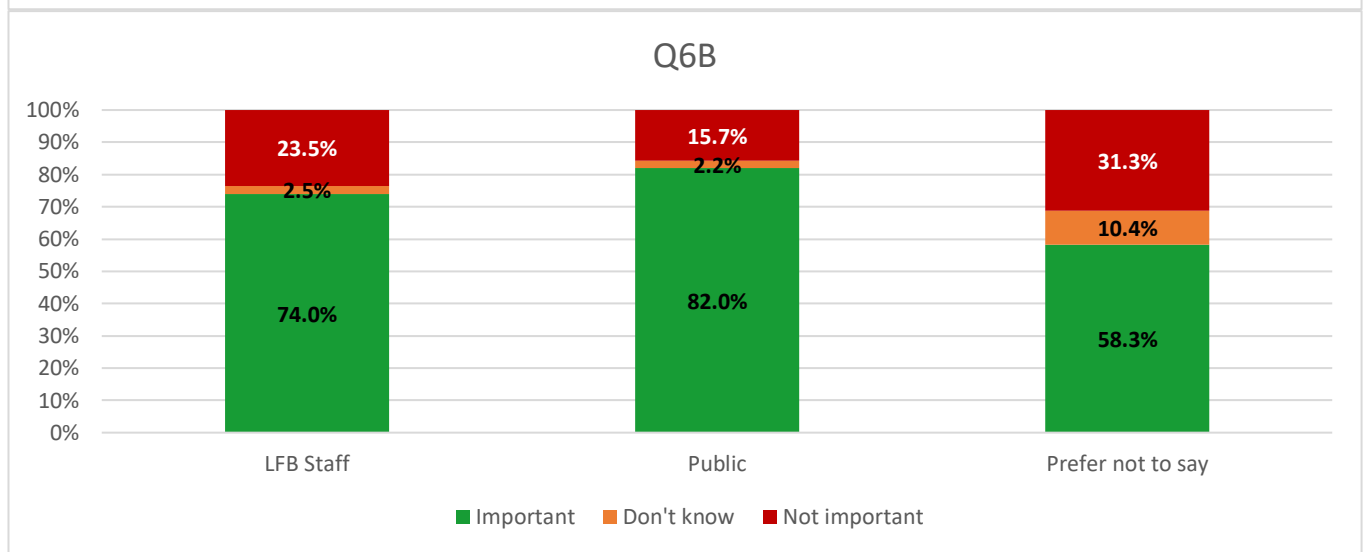
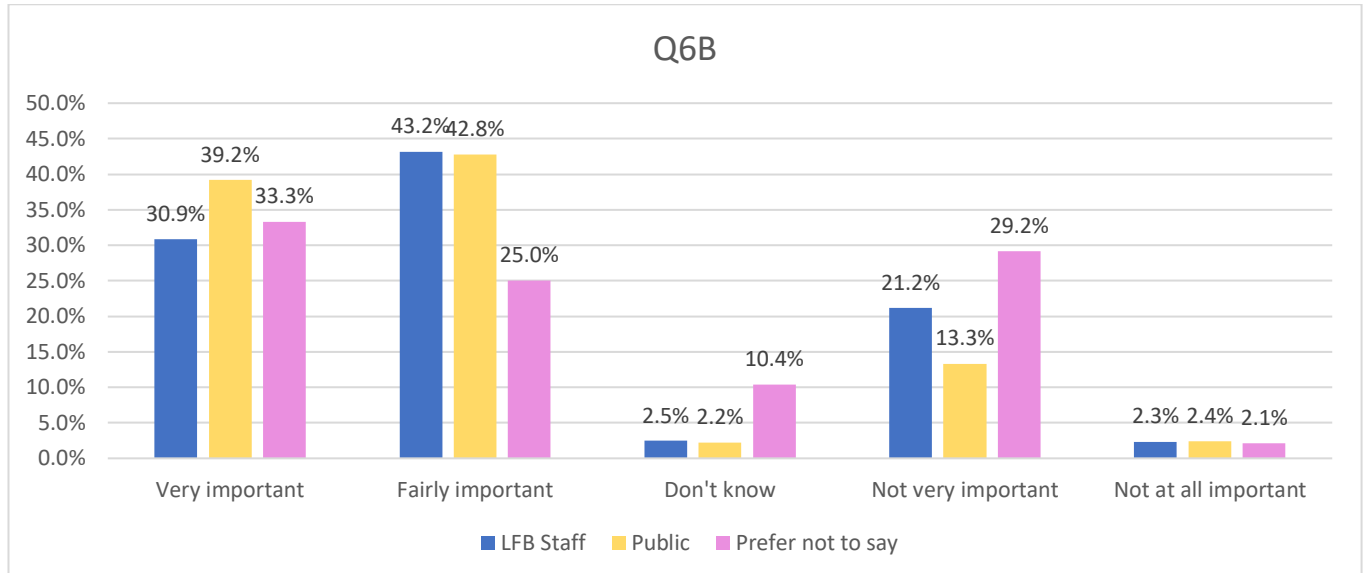
The majority of members of the public (88%), LFB staff (87%), and respondents who preferred not to say what respondent type they were (63%) felt this was important.



Q6B. Provide live updates on incidents to London's communities

There were 2,106 responses to this question - 1,245 members of the public, 813 members of LFB staff, and 48 who preferred not to say.

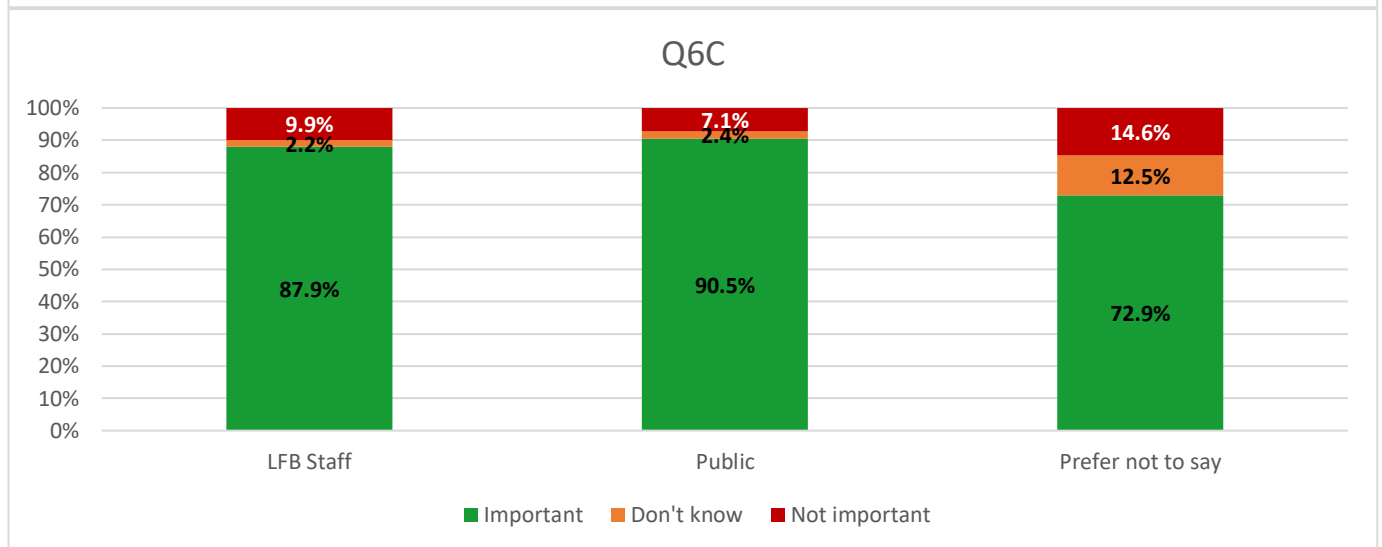
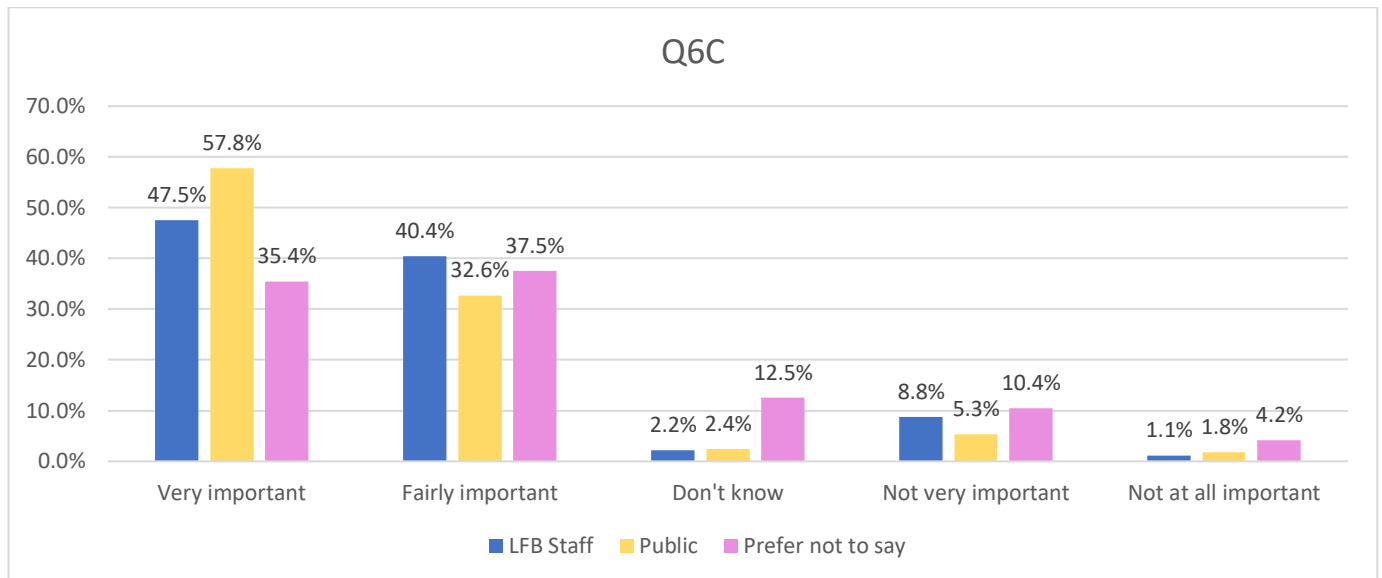
The majority of members of the public (82%), LFB staff (74%), and respondents who preferred not to say what respondent type they were (58%) felt this was important.



Q6C. Ensure LFB staff can easily identify needs of people using services and offer the right services and solutions

There were 2,106 responses to this question - 1,247 members of the public, 811 members of LFB staff, and 48 who preferred not to say.

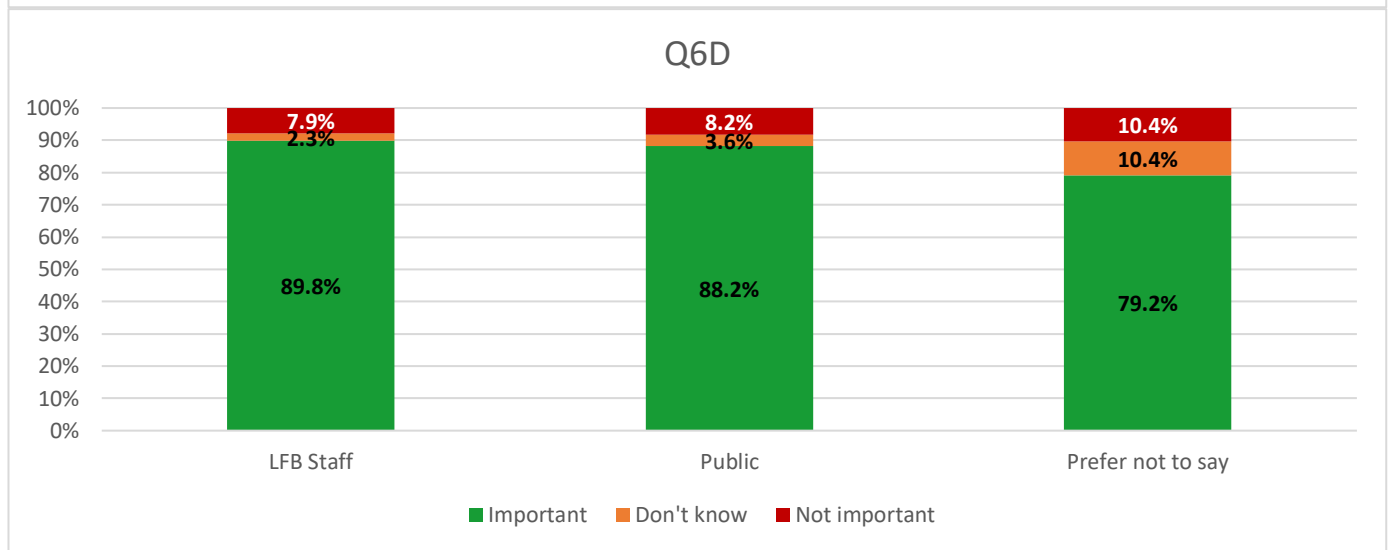
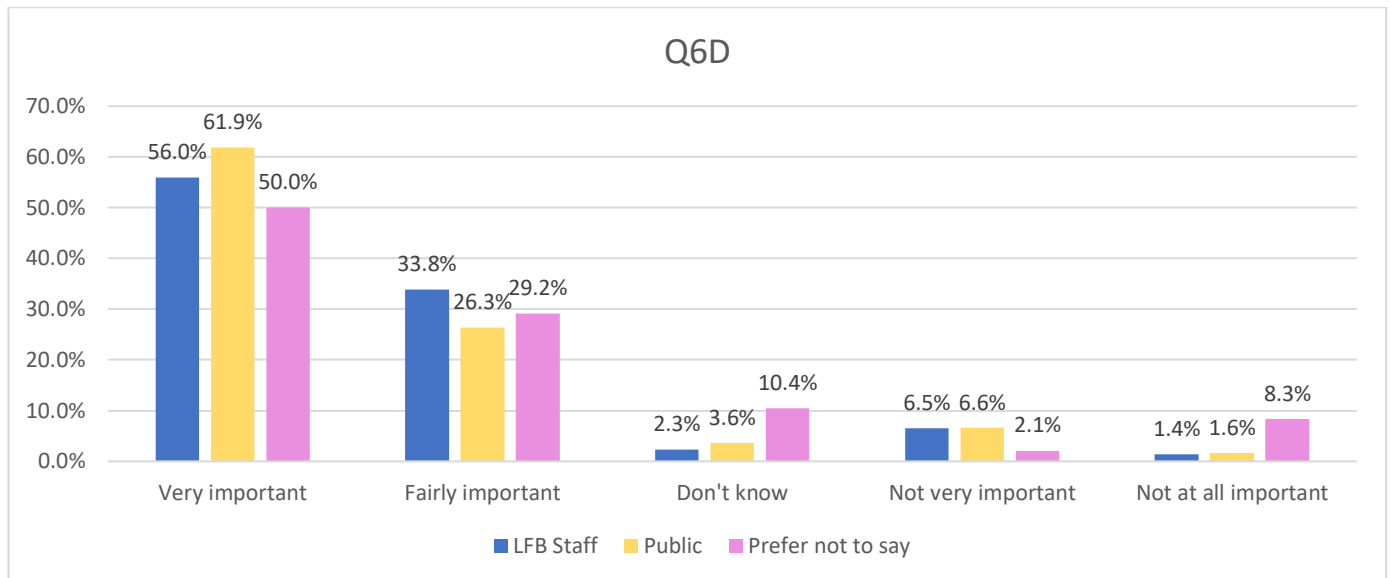
The majority of members of the public (90%), LFB staff (88%), and respondents who preferred not to say what respondent type they were (73%) felt this was important.



Q6D. Provide support to people directly involved in an incident and others affected by it, to support recovery

There were 2,104 responses to this question - 1,243 members of the public, 813 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (88%), LFB staff (90%), and respondents who preferred not to say what respondent type they were (79%) felt this was important.

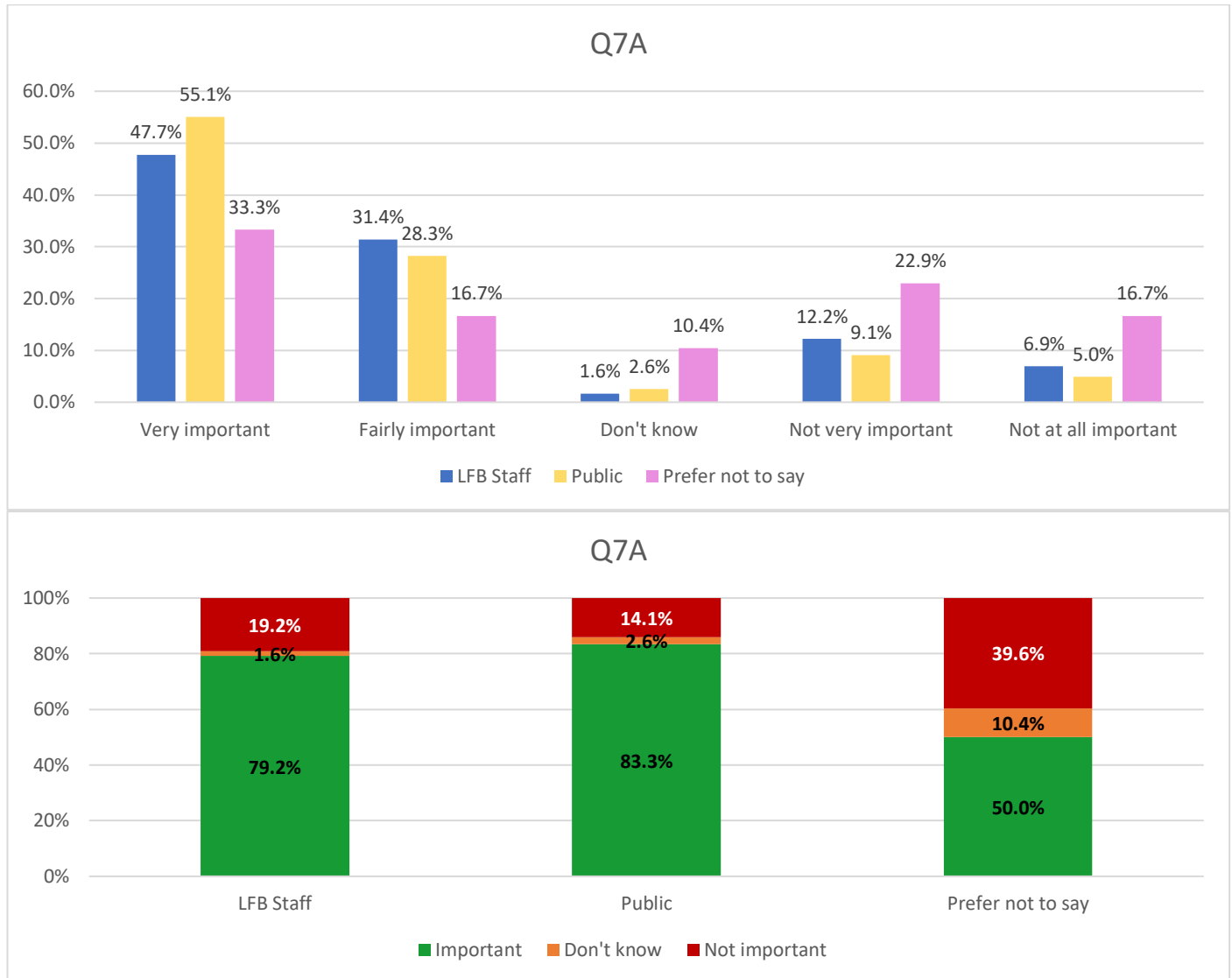


Q7. The plan sets out what we will do to enable our staff to be the best they can be, to serve you better. How important, if at all, do you think it is that London Fire Brigade (LFB) works to:

Q7A. Improve recruitment and retention to ensure workforce reflects the city's diversity

There were 2,071 responses to this question - 1,231 members of the public, 792 members of LFB staff, and 48 who preferred not to say.

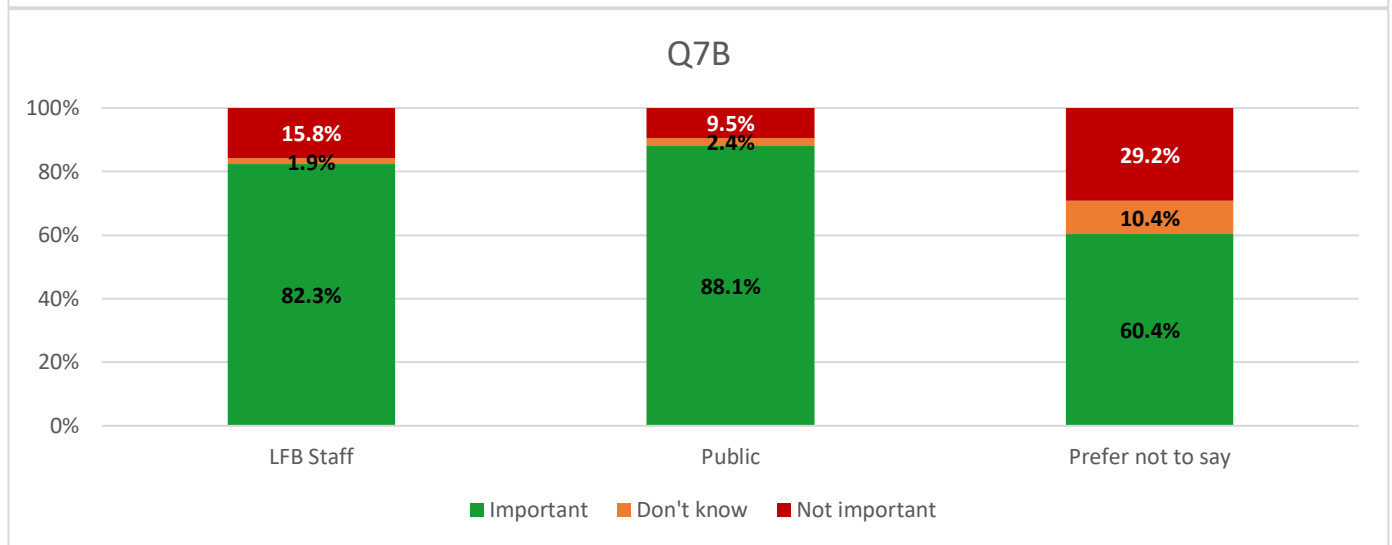
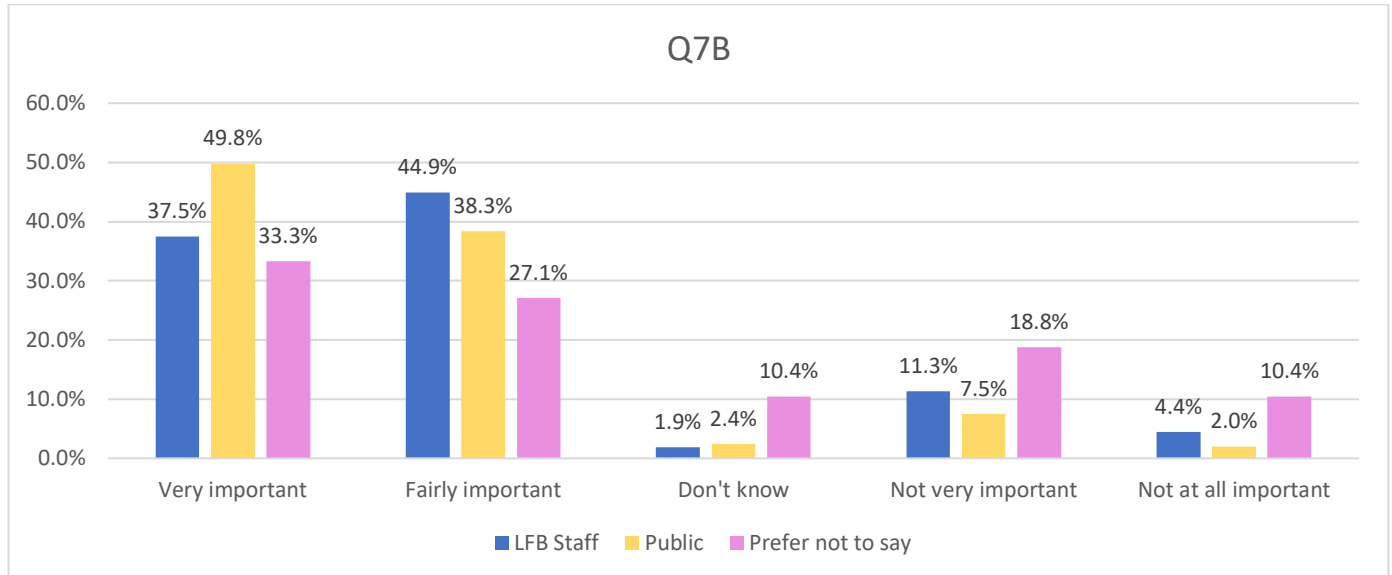
The majority of members of the public (83%) and LFB staff (79%) felt this was important. For respondents who preferred not to say what respondent type they were, 50% felt this was important and 40% felt this was not important.



Q7B. Listen to feedback on performance to learn and develop

There were 2,075 responses to this question - 1,234 members of the public, 793 members of LFB staff, and 48 who preferred not to say.

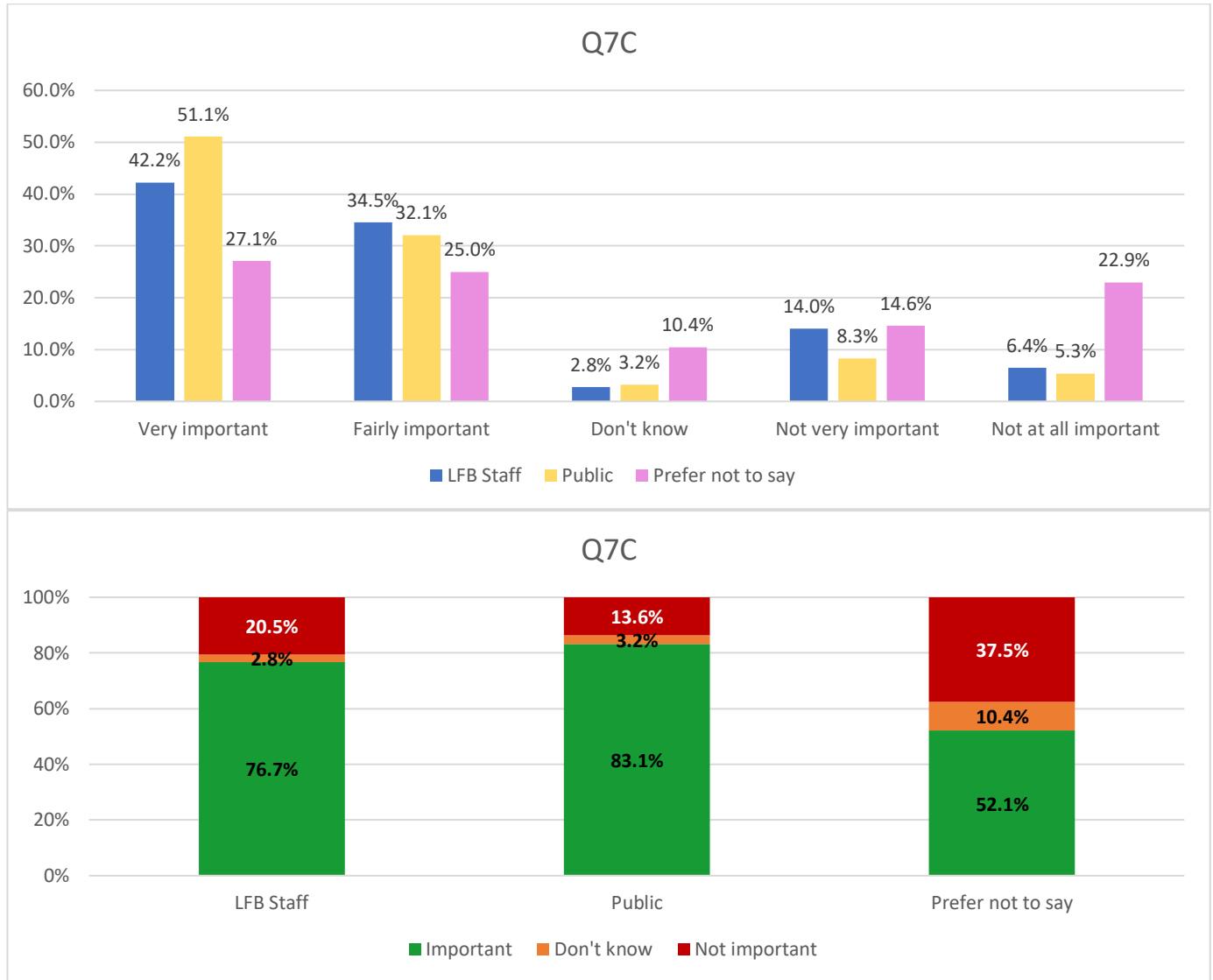
The majority of members of the public (8%), LFB staff (82%), and respondents who preferred not to say what respondent type they were (60%) felt this was important.



Q7C. Increase talent and diversity of our workforce to help shape LFB culture

There were 2,073 responses to this question - 1,234 members of the public, 791 members of LFB staff, and 48 who preferred not to say.

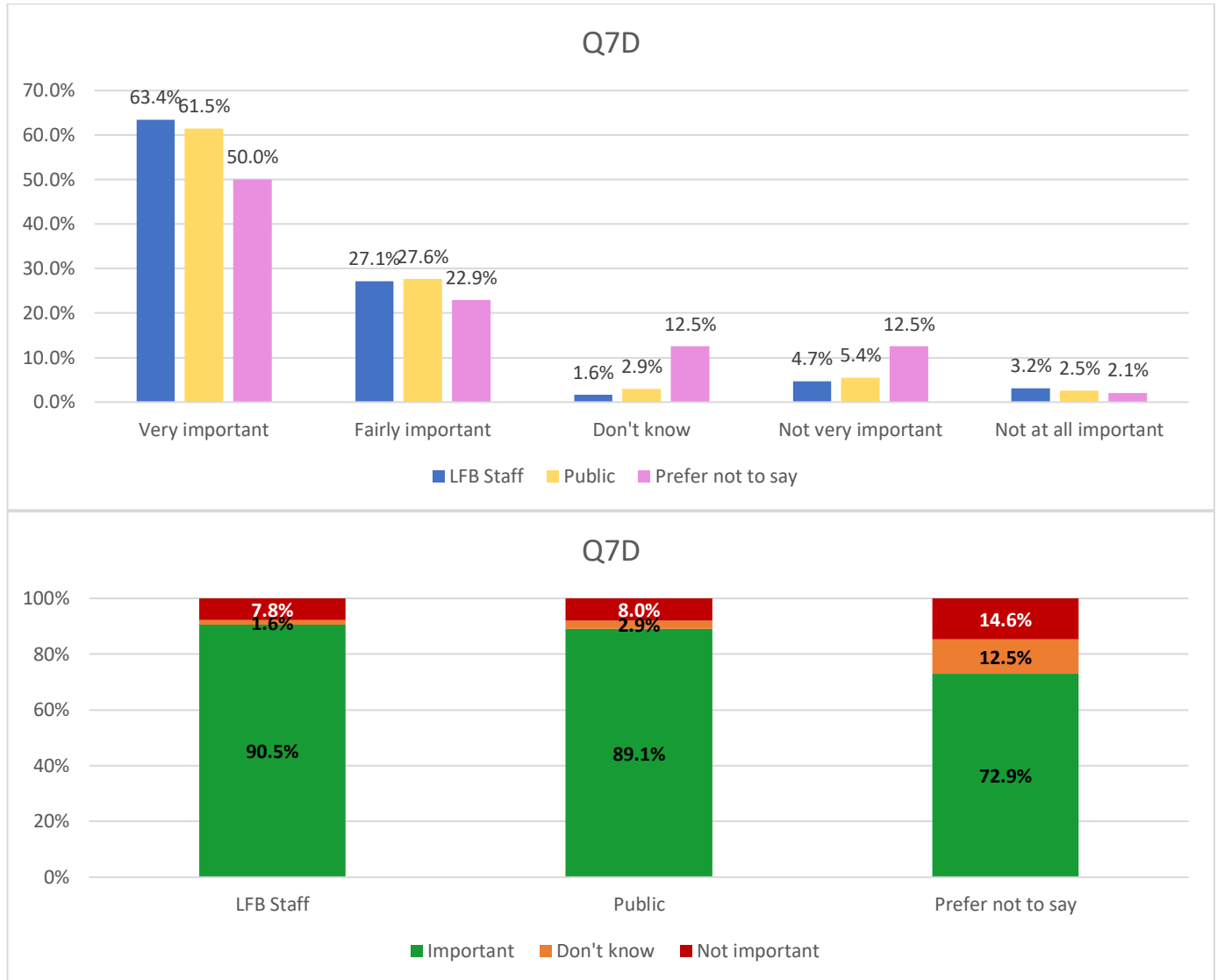
The majority of members of the public (83%), LFB staff (77%), and respondents who preferred not to say what respondent type they were (52%) felt this was important.



Q7D. Improve staff wellbeing and be inclusive of diverse needs

There were 2,071 responses to this question - 1,231 members of the public, 792 members of LFB staff, and 48 who preferred not to say.

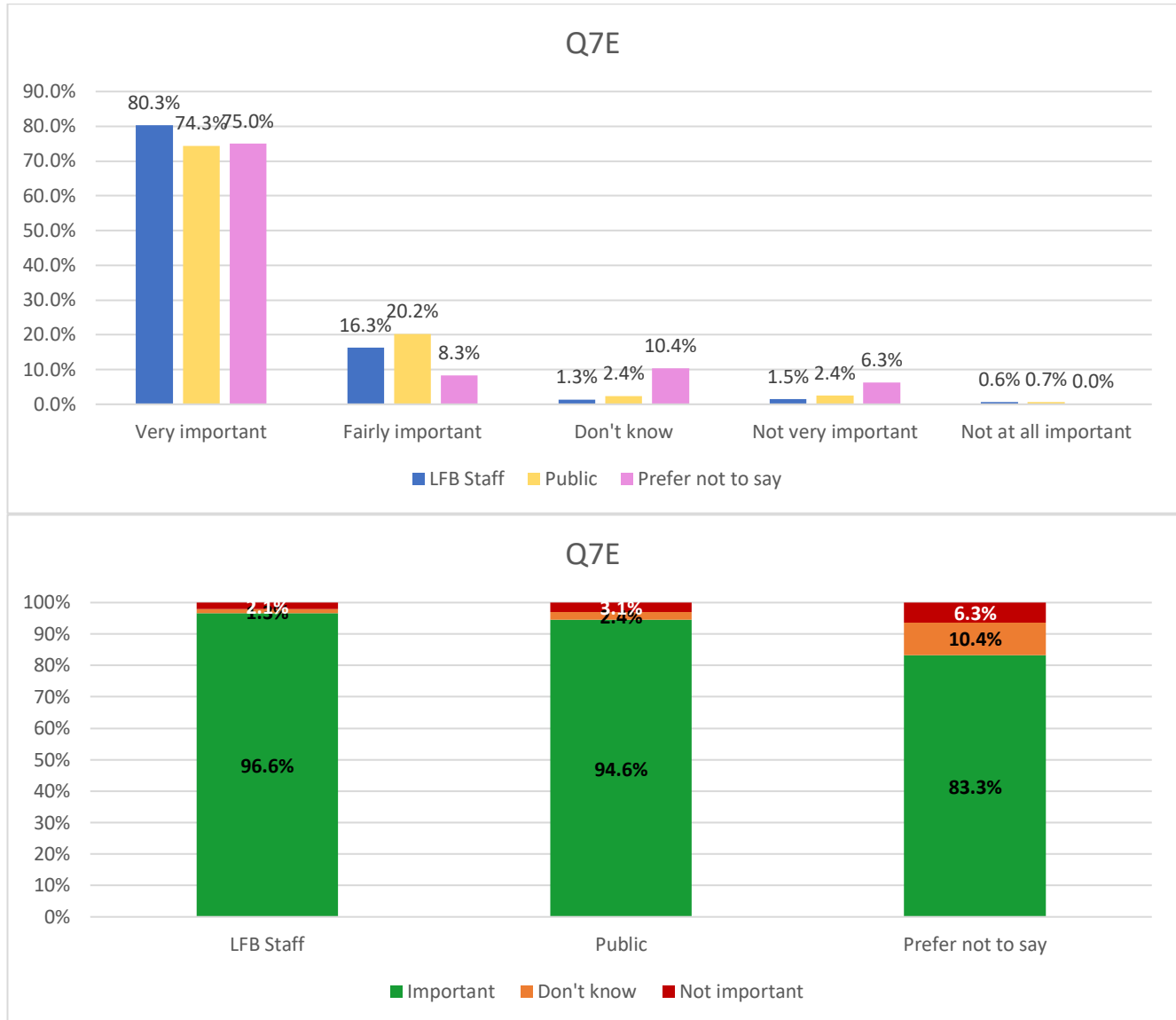
The majority of members of the public (89%), LFB staff (91%), and respondents who preferred not to say what respondent type they were (60%) felt this was important.



Q7E. Prioritise staff health and safety and support staff throughout their careers

There were 2,070 responses to this question - 1,230 members of the public, 792 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (95%), LFB staff (97%), and respondents who preferred not to say what respondent type they were (83%) felt this was important.

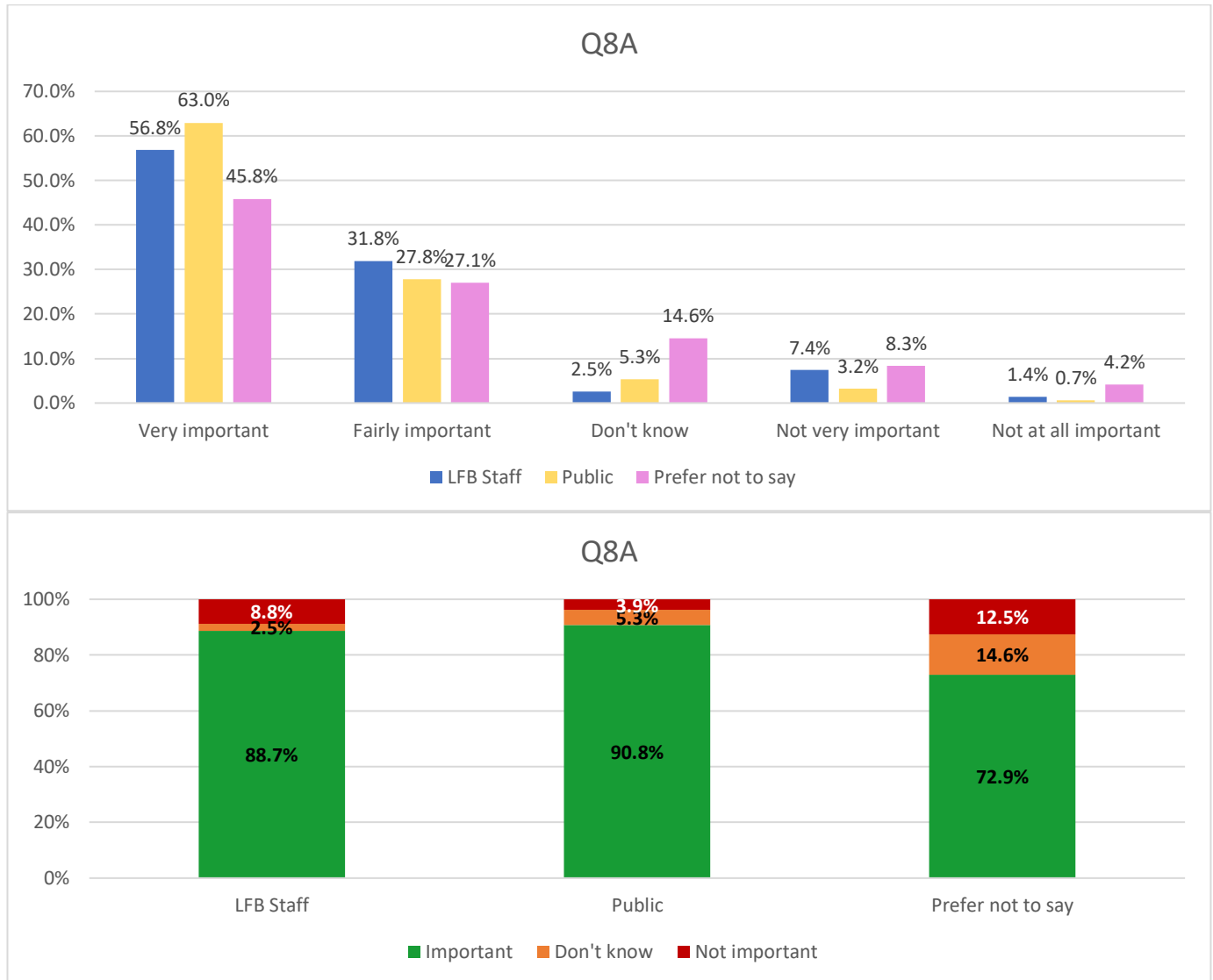


Q8. The plan sets out how London Fire Brigade will provide the best possible services to meet your needs. How important, if at all, do you think it is that London Fire Brigade works to:

Q8A. Simplify business processes to improve productivity and allow staff to spend more time improving people's safety

There were 2,051 responses to this question - 1,218 members of the public, 785 members of LFB staff, and 48 who preferred not to say.

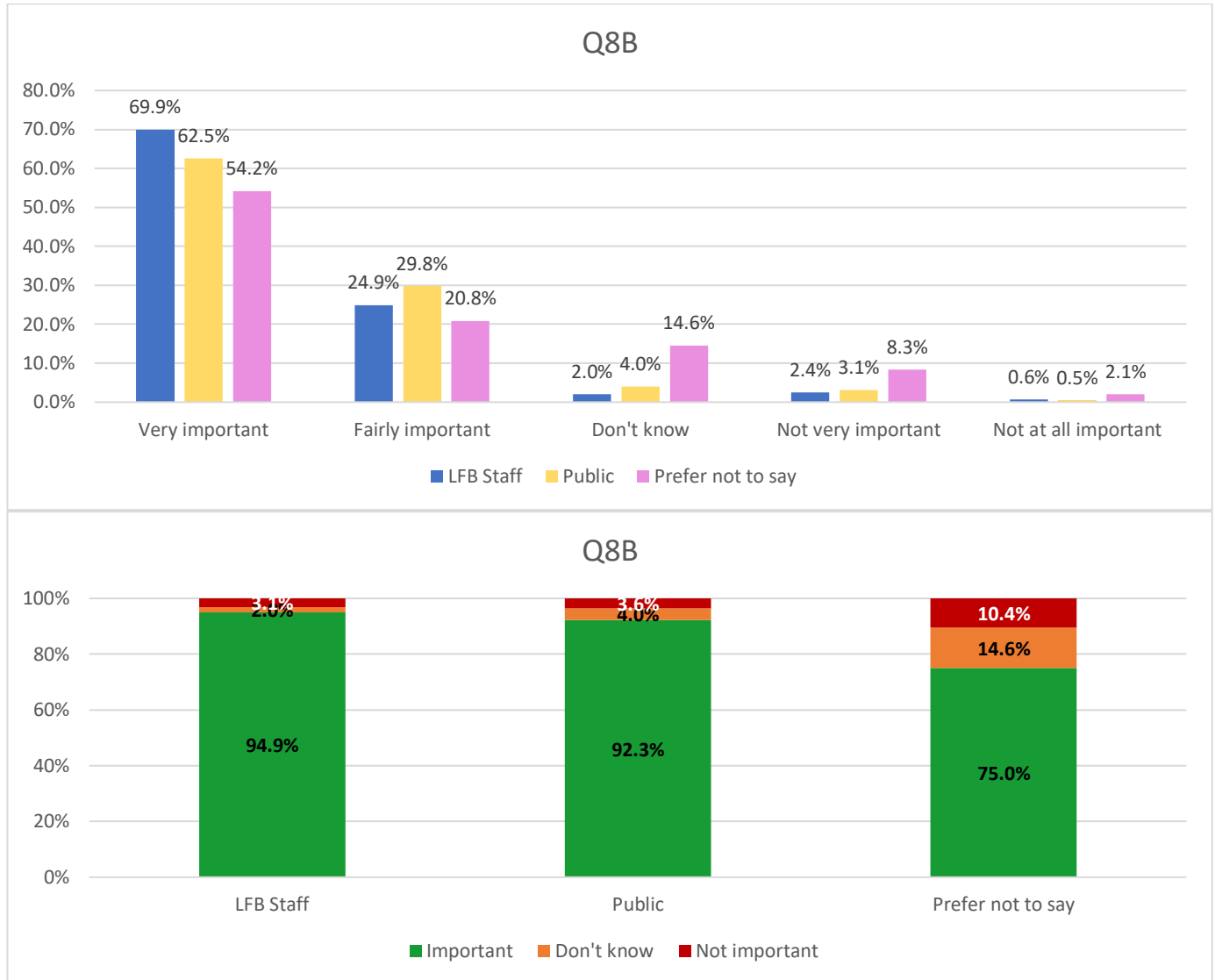
The majority of members of the public (91%), LFB staff (89%), and respondents who preferred not to say what respondent type they were (73%) felt this was important.



Q8B. Improve team working and reduce duplication for more efficient delivery

There were 2,044 responses to this question - 1,214 members of the public, 782 members of LFB staff, and 48 who preferred not to say.

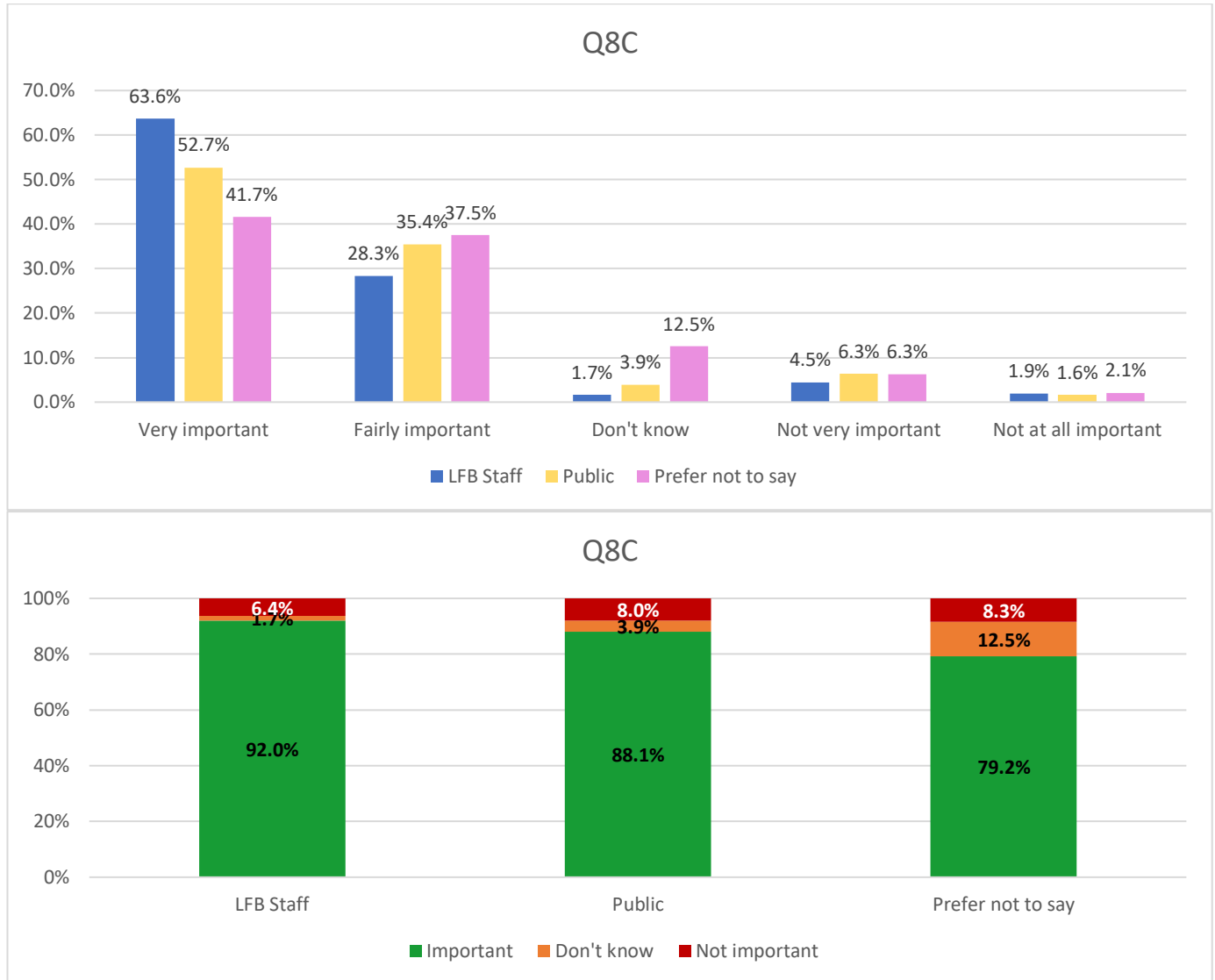
The majority of members of the public (92%), LFB staff (95%), and respondents who preferred not to say what respondent type they were (75%) felt this was important.



Q8C. Invest in latest office technology to deliver better quality services and solutions

There were 2,046 responses to this question - 1,214 members of the public, 784 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (88%), LFB staff (92%), and respondents who preferred not to say what respondent type they were (79%) felt this was important.

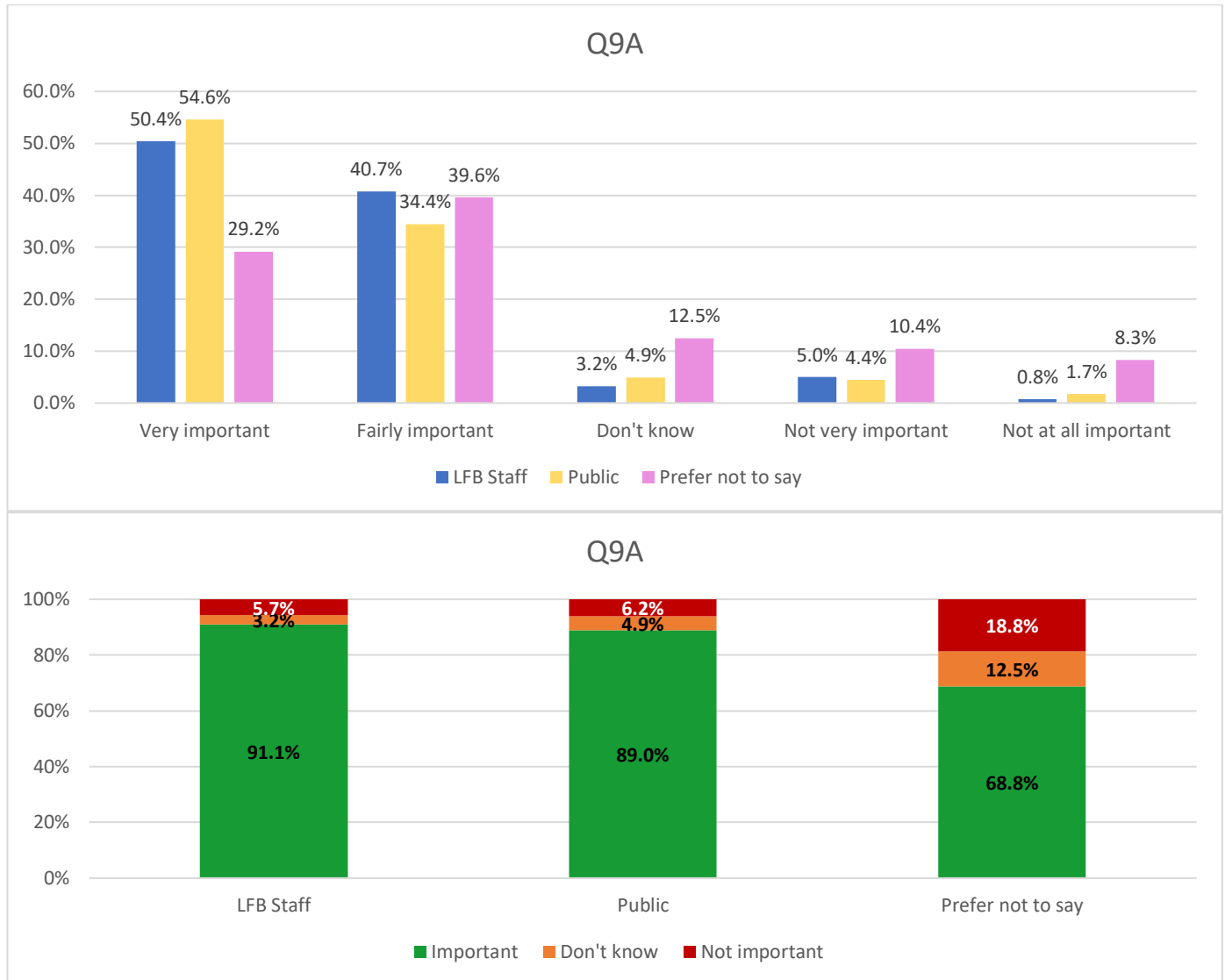


Q9. The plan sets out how we will work in an effective, productive and efficient way. How important, if at all, do you think it is that London Fire Brigade works to:

Q9A. Evaluate which services deliver the most and least value to prioritise resources that make people safest

There were 2,047 responses to this question - 1,215 members of the public, 784 members of LFB staff, and 48 who preferred not to say.

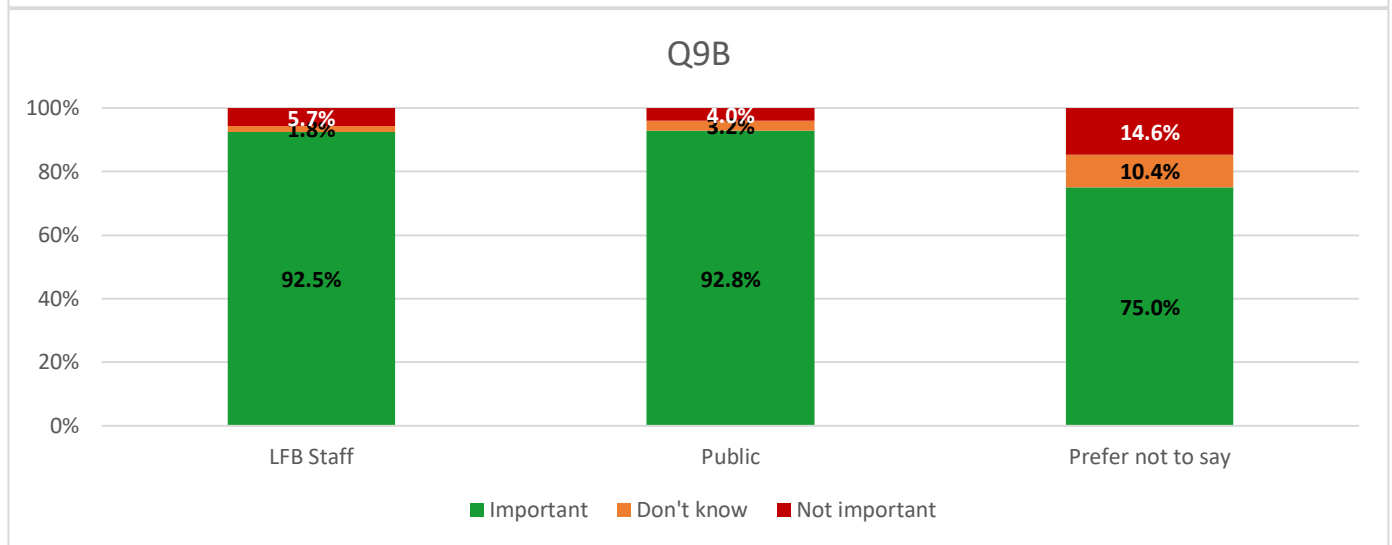
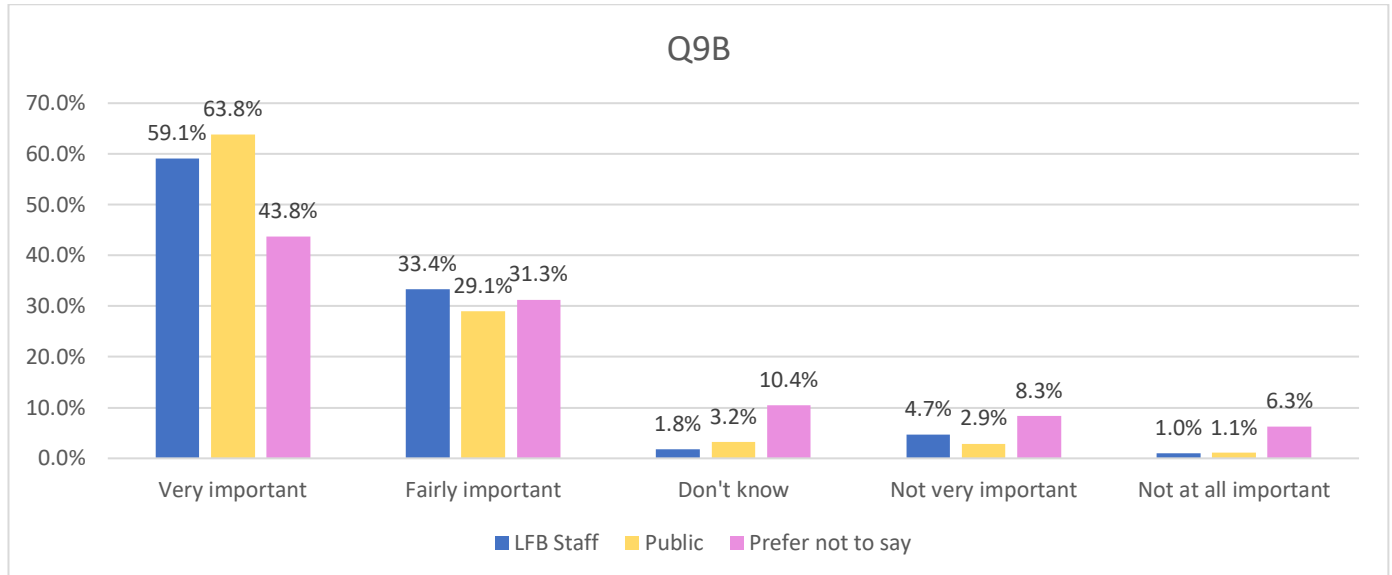
The majority of members of the public (89%), LFB staff (91%), and respondents who preferred not to say what respondent type they were (69%) felt this was important.



Q9B. Work with other fire and rescue services to identify good practice and introduce consistent ways of working

There were 2,048 responses to this question - 1,215 members of the public, 785 members of LFB staff, and 48 who preferred not to say.

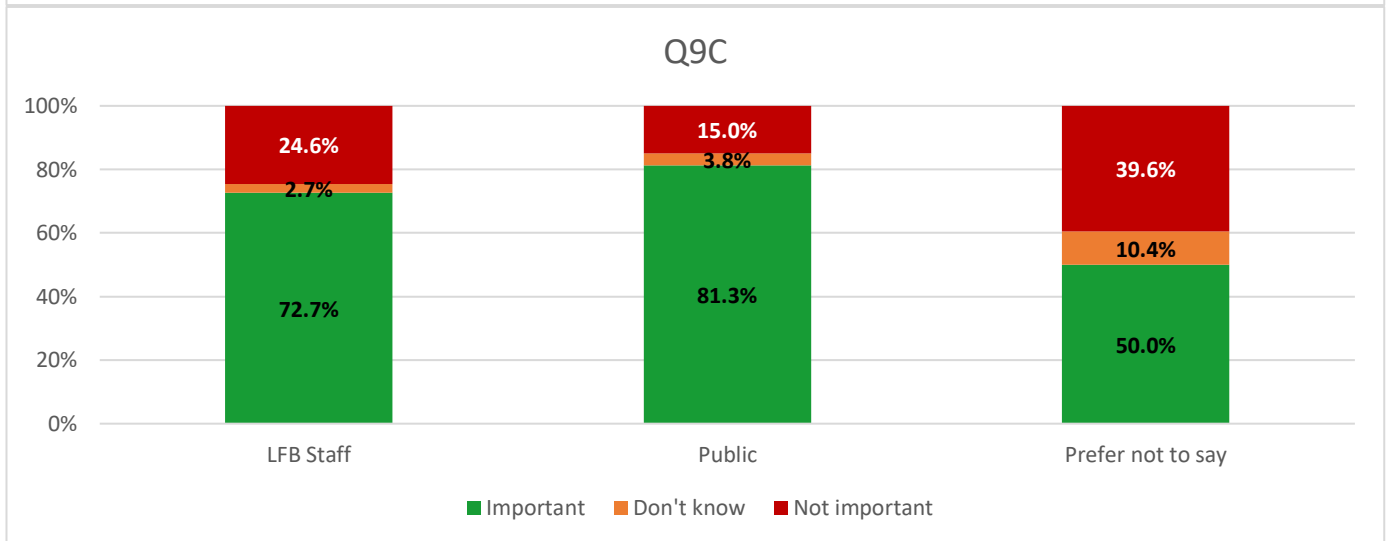
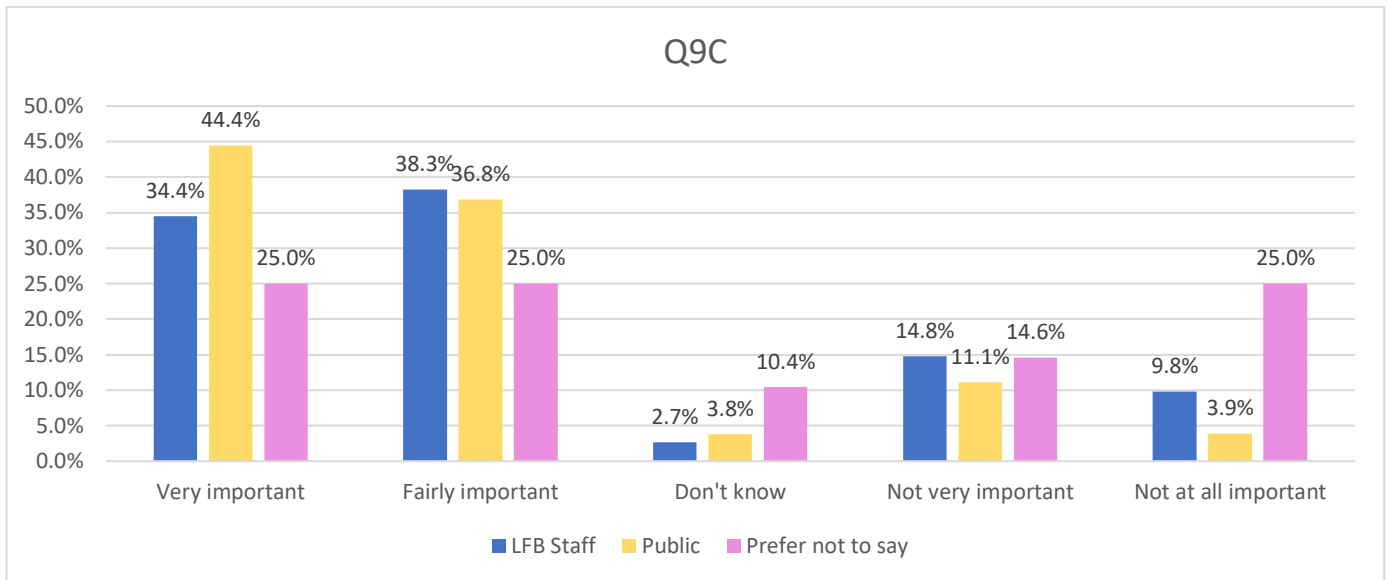
The majority of members of the public (93%), LFB staff (92%), and respondents who preferred not to say what respondent type they were (75%) felt this was important.



Q9C. Work with other organisations to deliver wider benefits to communities even outside of usual responsibilities

There were 2,048 responses to this question - 1,216 members of the public, 784 members of LFB staff, and 48 who preferred not to say.

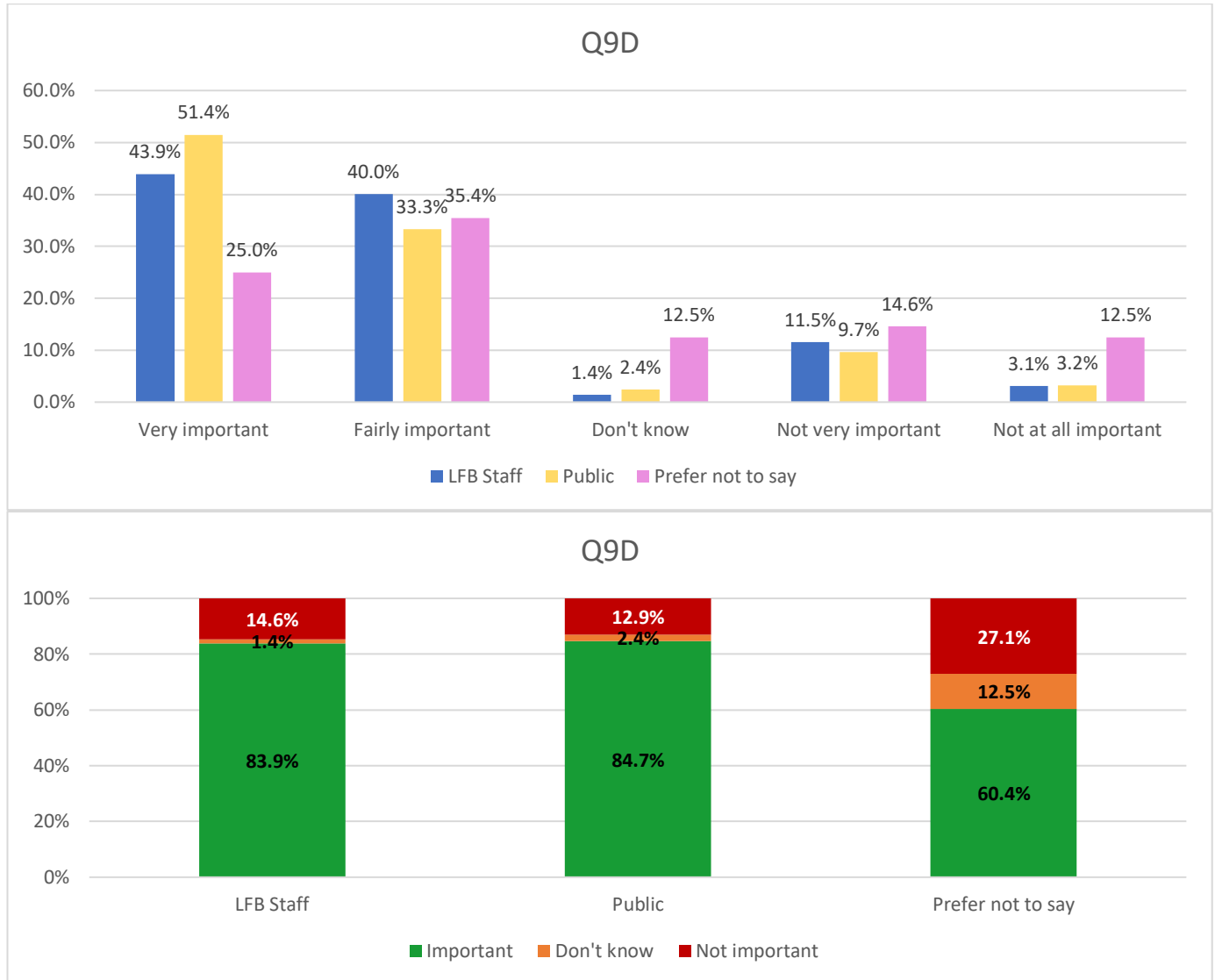
The majority of members of the public (81%) and LFB staff (73%) felt this was important. For those respondents who preferred not to say what respondent type they were, (50%) felt this was important and (40%) felt this was not important.



Q9D. Deliver services in an environmentally sustainable way

There were 2,029 responses to this question - 1,209 members of the public, 772 members of LFB staff, and 48 who preferred not to say.

The majority of members of the public (85%), LFB staff (84%), and respondents who preferred not to say what respondent type they were (60%) felt this was important.



Q10. Thinking about all the actions you have read about so far, how much, if at all do you think that the actions proposed will address risk in London?

This question was answered by a total of 888 respondents, with 563 (63%) being members of the public and 325 (37%) being members of the London Fire Brigade staff. Percentages shown in the third and fifth columns in the table below are as a proportion of the two respective response types, while the percentage for the total is as a whole (i.e., a percentage of all 888 respondents who submitted an answer).

A number of themes arose in response to the issues and ideas presented in questions 3 thru 9, detailed here in the table below:

Theme raised	LFB	%	Public	%	Total	%
Positive expressions of support for the actions listed	79	24%	146	26%	225	25%
Operational front-line response must take priority	53	9%	87	12%	140	16%
Actions listed will address some risks but not all	40	12%	61	11%	101	11%
A desire for greater emphasis on fire prevention strategy	11	3%	63	11%	74	8%
Would like to see more focus on investment in staff	38	12%	35	6%	73	8%
Expressions of concern regarding whether sufficient resources are available	28	9%	42	7%	70	8%
Should be more emphasis on front line equipment	37	11%	22	4%	59	7%
Concern that actions may not be implemented well enough, or at all	24	7%	21	4%	45	5%
Opposition to the focus on diversity	21	6%	21	4%	42	5%
Would like to see more emphasis on staff training	26	8%	11	2%	37	4%
Actions listed do not address the risks sufficiently	15	5%	18	3%	33	4%
Actions listed should already have been implemented	7	2%	7	1%	14	2%
Already witnessing positive change	3	1%	7	1%	10	1%

Primarily, respondents were supportive of the proposed actions, with a quarter of those who provided an answer to this question stating their satisfaction with the ideas, actions and measures. Some, however – around one in ten – while supporting the actions in principle offered caveated support, with uncertainties around how long the actions would take to implement, to what standard, or how much they would cost – i.e., whether the proposed actions are fully feasible. Some also felt that though the plan was largely promising in addressing risk in London there were still certain aspects of it that they had concerns about – especially with regard to a focus on issues which weren't felt directly linked to the front-line service of fighting fires.

For those who expressed reservations and concerns with regard to the proposed actions – including those mentioned above, who were mostly supportive – the most commonly-raised themes were centred around concerns that certain aspects of the plan may detract from what was seen as the Brigade's prime remit: namely, preventing and fighting fires, saving lives, and maintaining a high quality operational frontline response. Linked to this was the sense that the Brigade could (and should) do more to invest in its staff and equipment, with some expressing concerns that sufficient resources and funding may be lacking or that it may be being diverted to aspects of the Brigade's work that was viewed as being non-essential – particularly issues around diversity, community involvement, and "political correctness".

Encouragement to invest more heavily in frontline equipment and staff, as well as in increasing staff training, was around three times more likely to come from Brigade staff as it was from the public, with the public much more likely (11% to 3%) to feel that the plan needed to increase its focus on fire prevention and protection strategies such as outreach activities to inform and educate communities about fire safety and the services offered by the LFB, and the fitting of fire and smoke alarms. In addition, respondents deemed it essential to make improvements to building safety

through inspections and the enforcement of fire regulations in housing developments, especially in light of the Grenfell Tower fire.

A small number of respondents felt that the plan’s actions should already have been implemented, while a similar number stated that they had already witnessed a positive change in the Brigade’s actions and impact in recent years following the implementation of previous plans and strategies. A few also stated that they felt the survey questions were “loaded” and constituted a “pointless box-ticking exercise” (dissatisfaction with the survey itself is more fully addressed in Question 23).

Note: those who expressed positive support in their comments generally did so without elaboration, while those who expressed opposition or concerns were more detailed in their responses.

SUPPORT

“I think that the actions proposed will address risk in London tremendously. It will help the Brigade to become a service that is proactive rather than reactive and respond efficiently to change. It will enable the London Community to have more input in the services provided to them so that it becomes a bespoke package rather than one size fits all.” (Member of LFB Staff)

“The actions are really good and we are already seeing positive change at station level.” (Member of LFB Staff)

MIXED RESPONSES

“Overall the plan is good but I don’t think it’s the Fire Brigade’s job to fix everything – e.g., there should be a whole range of support services for communities following a disaster like a fire. That’s not the Fire Brigade’s job – they are about prevention and responding to the actual fire and LFB should recognise its expertise and not undervalue it in exchange for allowing communities to feel heard.” (Member of the Public)

“These actions will address risk in London but greater investment needs to be made in IT, which creates a big hindrance at the moment for working effectively and productively. The software we use is not fit for purpose, it is slow running and there are frequent server/connection issues. Procurement takes too long and is often on already outdated equipment.” (Member of LFB Staff)

“It’s good but do we have enough money to pay for your grand ideas? Are Londoners willing to pay more council tax?” (Member of the Public)

“Providing that we can deliver on the plan, I think the actions proposed will address risk in London. However, it is clear that all of the actions proposed are only possible if the plan is suitably and sufficiently resourced. Many of the actions proposed require significant investment. It is unclear if the budget being made by the GLA and/or central government is sufficient in order to deliver the plan. To give only one example, I think it is critical that we recruit and retain staff to deliver this plan, but below inflation pay rises and salaries that do not keep up with rising costs and competitive pay in the private sector will make it difficult to both recruit and retain the staff we need.” (Member of LFB Staff)

“The information outlined will help address most risks to London but not all. I think more emphasis on training for ops crews is vital. Community engagement is key but I think specific teams such as the light duty teams should assist in a majority of community engagement freeing up operational crews for training needs and ops response.” (Member of LFB Staff)

“I don’t think there is a problem with the plan or the ambition to achieve positive change and address risk. I think the problem is a workforce largely detached from that ambition and a strong reluctance to change when it causes the slightest inconvenience for staff.” (Member of LFB Staff)

“People in London want a fire service that does what it says on the tin. We respond quickly, we put out fires etc, cut people out of cars and give fire safety advice by throwing in a few smoke alarms where required. Everything is political and what is trending at the moment.” (Member of LFB Staff)

CONCERNS

“It doesn’t read like a strategy to move us forward, rather it seems like something that argues we should have what we already have, doing things in the same way. I’m not sure where it stretches us or how the LFB in 2029 will look any different to 2022 as a result of delivering this plan.” (Member of LFB Staff)

“The plan and the questions read like you’ve already decided what services you’ll offer and are now manipulating responses to get the statistical ‘evidence’ required to carry it out.” (Member of the Public)

“A trainee firefighter needs to be strong enough to handle cutting gear and put up ladders, heavy enough to foot a ladder, tall enough to reach things on the fire engine, practically-minded to be able to apply their training, equipment and procedures to a range of scenarios, speak a common language so they can work as part of a team, and be keen to learn and absorb information. Ethnicity and diversity box-ticking shouldn’t be prioritised over basic operational competencies – it should be the best person for the job, regardless of what their gender or ethnic background is.” (Member of the Public)

“I have reflected on this survey and done some research into LFB funding. My conclusion is that the statements in the survey with which we are asked to agree or disagree are just vague vacuous platitudes designed to gloss over the huge cuts in funding over the last decade or so. Restore the funding and there would be little need for all this empty management-speak.” (Member of the Public)

“This was quite a pointless box-ticking exercise to be honest. All the questions were phrased in a way where so little information was given that I could only answer that they are very or fairly important. It would give you more useful data to ask questions like ‘would you personally use x service?’ rather than lots of questions which sound like ‘do you think improvements are important?’ which clearly everyone does.” (Member of the Public)

“There seems to be a lot of focus on diversity, personally I don’t care if the firefighter that turns up is male, female or their ethnicity as long as they are there in my hour of need.” (Member of the Public)

“A problem is the Brigade recruit and promote people due to their backgrounds and on many occasions their skillset isn’t suited to the roll they have been given. This may result in a workforce that represents the

community but it also means we have people in jobs who don't have the requisite skills." (Member of LFB Staff)

"Whilst the majority of actions proposed are positive, there is very little mentioned about improving training for our staff, and none of the ideas discussed touch on resources, finance and staffing numbers, which remain the biggest day-to-day issues affecting the ability of the LFB staff to achieve the most important aspects of the plan. It's difficult to feel confident that there will be change or progress in these areas if the situation with regard to resources does not change." (Member of LFB Staff)

Q11. The plan sets out how we will allocate our resources for prevention, protection and response to reduce risk in London. We do not plan to make any changes to the number of fire stations and fire engines. Thinking about the actions you have read about so far, how satisfied or dissatisfied, if at all, are you that the proposed allocation of resources will address risks in London?

This question was answered by 1,911 respondents – 1,171 members of the public, 758 Fire Brigade staff, and 48 who preferred not to say.

More than half of members of the public (69%), LFB staff (55%), and respondents who preferred not to say what respondent type they were (56%) felt satisfied that the proposed allocation of resources would address risks in London.

Fewer than 15% of each group said that they were dissatisfied with this.



Q12. Respondents' ideas on how the proposed allocation of resources will address risks in London

This question was answered by a total of 695 respondents, with 473 (68%) being members of the public and 222 (32%) being Fire Brigade staff. The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
There should be an increase in staff numbers and investment in staff	42	19%	56	12%	98	14%
Increase allocation for fire engines and equipment	22	10%	62	13%	84	12%
There should be an increase in the number of fire stations	4	2%	51	11%	55	8%
Concern over existing and potential future cuts to fire stations, fire engines and staff	14	6%	38	8%	52	7%
Satisfied with proposed allocation of resources	16	7%	32	7%	48	7%
Service is currently stretched and unable to cope with demand	34	15%	13	3%	47	7%
Concern that current and future levels of funding are not sufficient	11	5%	36	8%	47	7%
Poor prioritisation and allocation of resources	14	6%	23	5%	37	5%
Reassured that there will be no more cuts to fire stations and Fire Engines	3	1%	12	3%	15	2%
Not enough information to make an informed answer	4	2%	8	2%	12	2%

Regarding resources, while some expressed satisfaction and reassurance that there were no plans to cut the number of stations and engines, most of the themes raised by respondents stated concerns that current and proposed resource levels were inadequate for the needs of London, particularly in light of the perception of a growing population, increased amounts of traffic and congestion, a large number of new high-rise projects, and the increasing adverse effects of climate change. Some felt that many more aerial appliances were urgently required, or that the current aerial appliances could be better situated, while others suggested the potential benefits of smaller vehicles that would be able to arrive at emergency situations ahead of larger and more cumbersome units that may find speedily navigating busy traffic difficult.

In general, among the 695 who responded to this question, members of the public were much more likely to express the desire for an increase in fire stations and slightly more likely to desire an increase in fire engines and equipment, while Fire Brigade staff were more likely to desire an increase in staff numbers, investment and training. Brigade staff were also much more likely, at a ratio of five to one, to state that they felt the current service was overstretched and unable to cope with the demands placed upon it, with some highlighting the effects of previous cutbacks and downsizing, as well as effects on staff morale and mental health – problems which were felt could be addressed by an overall increase in the numbers of frontline staff and the support they receive.

Despite having been reassured to the contrary, there were also those – around 7% of those responding to this question – who felt fire station closures and a reduction in engine numbers was inevitable and that it would be extremely detrimental to the protection offered to London and its residents. Around the same number of respondents also feared future cuts to funding and as expressed across many themes and several questions, there was the commonly stated sense that support, maintenance and development of the Fire Brigade was not only failing to match the growth of London in terms of population and new building but moving in the opposite direction.

Some also wondered if such a long-term plan made allowances for flexibility and for unforeseen developments such as the extreme weather which caused wildfires in July 2022, which may necessitate changes in resource allocation and funding.

It should be noted, however, that though views of concern and fear for the future, as well as those expressing the wish for increases in investment and staff numbers, featured prominently within the responses to the qualitative question they still represented a minority of responses as a whole. This is confirmed by the results of Question 11 wherein a majority of respondents were either fairly or very satisfied and reflects the general tendency for those who were satisfied with the proposals not to elaborate on their reasons why they felt this way, whereas those who are dissatisfied do so freely.

Finally, there were a small number who felt they would have needed to have had much more information made available to them in order to properly answer the question in an informed and useful way, including having access to data on how response times and incidence outcomes had been affected by previous changes to resources and resource allocation, such as fire station closures, removal of units, and the moving of units and other equipment from one station to another.

"I live in an area where there is high poverty and a large number of incidents, yet it is served by only one fire engine. The neighbouring ward has high affluence, less incidents and lower population density but is served by two engines. Likewise the CFS targets for my area are lower due to the one engine but doubled at the neighbouring ward." (Member of LFB Staff)

"I remain satisfied however I am concerned that because of the increased number of high rises the current/planned resources will not be enough going forward." (Member of the Public)

"Bridging the upcoming funding gap will be a challenge and resource allocation is not best supported by one-year funding cycles which are outside the Brigade's control as a public sector body." (Member of LFB Staff)

"We need more fire stations, more equipment and we need to prevent the drain of staff and add more staff to prevent exhaustion and burnout. London has lost 15% of its fire and rescue funding since Grenfell. This is an outrage." (Member of the Public)

"Previous cuts have increased the risks to Londoners by closing fire stations. Cutting costs mean cutting corners. This led to the Grenfell disaster." (Member of the Public)

"I am neither satisfied nor dissatisfied because the success of any plan has to be measured by its results. A plan is only a hypothesis until it's tested in the real world. I do hope you have enough flexibility to adapt it if, after year one or two, there are elements of it that are not achieving as desired. Seven years is a long time and you need to flex in response to real world situations." (Member of the Public)

"The rapid rise in property development and population has placed additional strain on the current stations/engines. This will impact the ability to effectively and meaningfully deliver this plan." (Member of the Public)

"The density of housing in my area is rapidly increasing, with ten thousand new homes and high-rise flats planned. Given this, surely the number of engines needs to increase?" (Member of the Public)

"In my time I have witnessed staff numbers and appliances fall. When I joined there were 10,000 firefighters looking after around 9 million people, whereas today there are 5,000 looking after up to 13 million people living or travelling in and out of London. The time for appliance arrival has increased from the old A risk of two pumps within 5 minutes to a fancy titled 6 and 8 mins. I believe the budget for London in 1991 was around £500m, today it is just £350m after decades of inflation and workload is the highest I have ever known. History shows more stations and appliances are set to close amidst propaganda that says it makes London safer." (Member of LFB Staff)

"Response times look great on paper, but can you honestly say that you have enough staff for all engines to be available 24/7? You have big problems to solve in the existing service before making wild promises to the public about the future." (Member of the Public)

"More aerial appliances are needed and current aerial appliance allocations should be considered. 42m TLs or 45m ALPs would be incredibly useful, higher and more capable than 32m TLs and less cumbersome than 64m TLs. These 'mid height' aerials would be useful in medium risk areas for high rise incidents, such as Brent, Islington and Haringey to name a few. Higher risk boroughs such as Tower Hamlets and Newham should have 64m TLs reallocated to stations in those boroughs. Why was Plaistow aerial ever removed? Areas

such as the far Southeast boroughs like Bromley and Bexley also lack aerial cover, as well as Croydon, which also desperately needs an aerial. Forest Hill and Greenwich's aerials are not well-distributed; they are close together and leave the areas I have mentioned without cover. Hayes and Dagenham's aerials are also not very well allocated, and are not utilised very much in comparison to the busier aerials, which is a gross insult to residents of the East End who also lack a nearby aerial. The City and Canary Wharf also lack aerial cover. Poplar, Shoreditch and Plaistow should look at receiving aerials, with at least one of them being 64m. Croydon, Bexley and Bromley also need aerials, whether they are extra aerials or re-allocated ones. Some stations such as Tottenham, Wembley, Paddington and Forest Hill would benefit from taller aerials. Other specialist appliances such as Hose Layers and Foam Units are not well allocated, and their allocations are based on allocations from the 80s and 90s when more stations had such appliances, making the distribution of these appliances better. They have now congregated to the East and West of London, leaving areas such as North London without such appliances. Southgate, Edmonton and Finchley could benefit from Hose or Foam units. Why did Finchley's Foam Unit move to Harrow, a station so far away from anything that there is little point in having such appliances there?" (Member of the Public)

"The fact that Southwark has over 500 high-rises yet there is a suggestion to lose the big ladder is beyond me!" (Member of the Public)

"I don't believe we have enough competent staff within fire prevention. Operational staff who choose to dedicate their career to fire prevention/fire safety are penalised as they have no route to promotion without returning to ops duties. Also some roles are rank specific and there is a failure to recognise that the role may be better filled by someone of a different rank who has much better knowledge of that subject." (Member of LFB Staff)

"The presumption of no change to numbers of stations and appliances is too rigid when quite possibly there will be need for more to reduce risk, especially as London's population continues to grow, its building density (high rises) increases, and its street congestion gets worse. Maybe there is a need for smaller appliances more widely distributed as first-responders (like on the continent) and more aerial platforms for longer reach." (Member of the Public)

"The allocation of resources to address the risks in London is always a benefit to the LFB and the communities we serve. However if these allocations come at a cost to the personnel in fire stations, whether in terms of wellbeing, 'free' time, mental health, etc there will be a negative impact on staff morale, staff retention, and staff sickness (especially with stress). Firefighters need sufficient downtime to process the unresolved issues they face when dealing with members of the public in traumatic situations." (Member of LFB Staff)

"I think the pressures on central London stations such as Euston need to be looked into. Even if modelling shows response times can be achieved without a pump at this station the welfare of staff needs serious consideration. The pump ladder had over ten shouts on a recent night shift and that cannot be healthy for staff. Obviously other stations will have had the usual very quiet night. Could dynamic mobilising allow a pump to be moved from a station that is quiet at night to one that is busy?" (Member of LFB Staff)

"Sometimes the FRU is unable to respond and is taken off the run by swapping of firefighters from different stations to come to a station in order for it to be able to respond as USAR. This takes appliances off the run and as the likelihood of a USAR incident is slim it would be better instead to collect the crew if needed for USAR from the station/incident ground in an MPC (minivan) rather than having two FRUs off the run for up to two hours which happens regularly. The FRU is large and slow to negotiate traffic and slow to get to work at line and water incidents. It would be much quicker and safer to use a van for line and water rescue with an already inflated boat stowed on the roof for example. Constantly in my experience LFB are beaten to incidents by LAS HART due to this slow response by the set up and type of vehicle we use." (Member of LFB Staff)

"I would like to know more about the impact of fewer fire stations and fire appliances and any increase to the risk to Londoners as a result of that. London's population continues to increase and the number of new construction projects also. As the population increases and the built environment of London changes I feel that the cover provided by the LFB should increase correspondingly." (Member of the Public)

"I find it difficult to comment without seeing what resources will be used where – the plan is very outward facing and doesn't detail what it means for staff." (Member of LFB Staff)

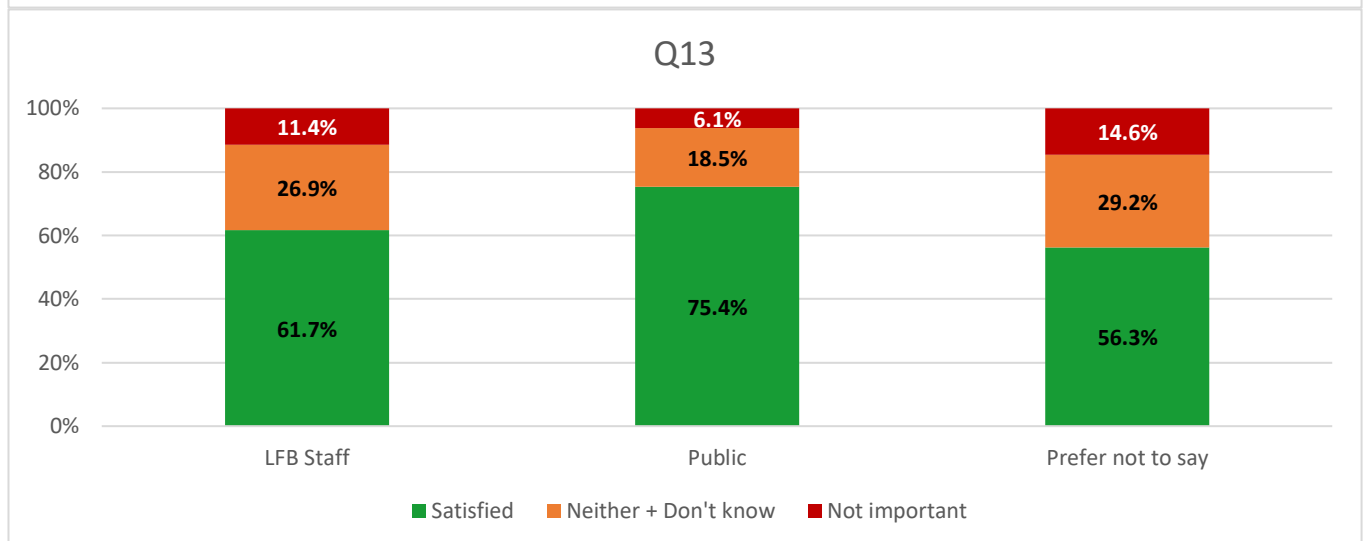
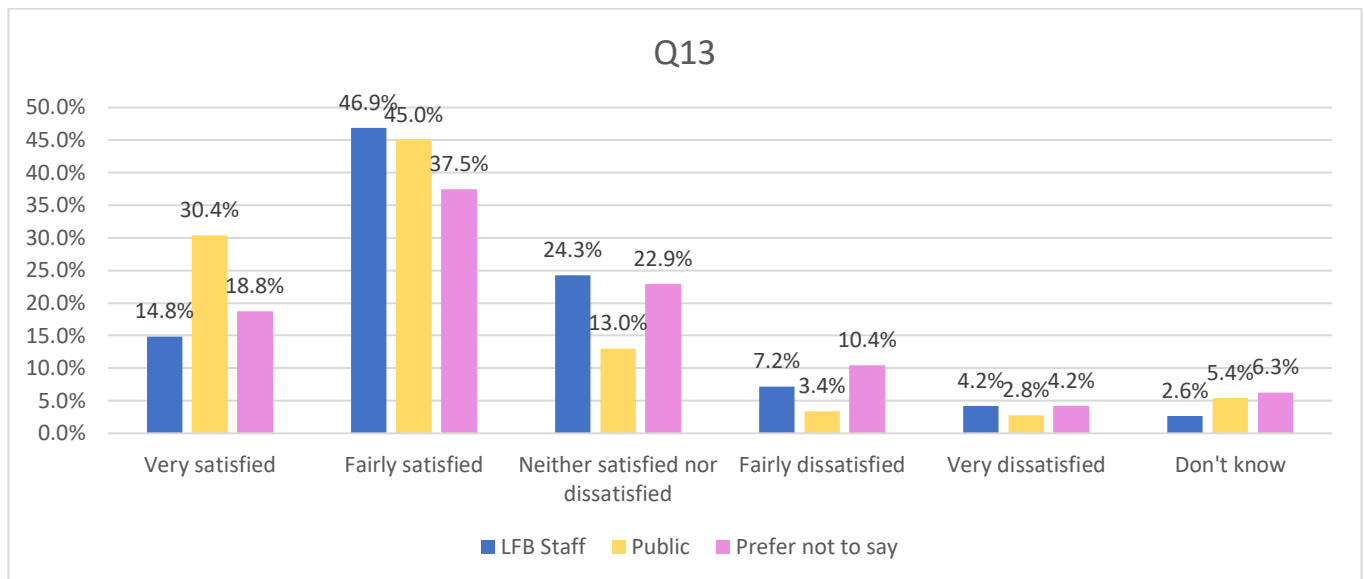
“The public cannot answer this question without seeing an analysis of response times before and after the closure of ten fire stations in London. If response times have increased some stations should be restored ASAP.” (Member of the Public)

Q13. The plan sets out a range of actions that we will take to improve building safety in London. These include working with businesses and premises owners to help them understand and follow fire safety legislation; focusing our inspections on higher risk premises; and by taking enforcement action where necessary. Thinking about the actions you have read about so far, how satisfied or dissatisfied, if at all, are you that the proposed improvements to fire safety in buildings will address risk in London?

This question was answered by 1,969 respondents – 1,159 members of the public, 762 Fire Brigade staff, and 48 who preferred not the say.

Most members of the public (75%), LFB staff (62%), and respondents who preferred not to say what respondent type they were (56%) felt satisfied that the proposed improvements to fire safety in buildings will address risk in London.

Fewer than 15% of each group said that they were dissatisfied with this.



Q14. Respondents' ideas on how the proposed improvements to fire safety in buildings will address risk in London.

This question was answered by a total of 566 respondents, with 399 (70%) being members of the public and 167 (30%) being London Fire Brigade staff. The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
Strong support for the proposed improvements to building safety	16	10%	70	18%	86	15%
Dependent on power of legislation and strength of enforcement	16	10%	63	16%	79	14%
Requires dedicated Fire Safety Team separate from Front Line Response	40	24%	27	7%	67	12%
Concern over the size of the task and availability of required resources	30	18%	35	9%	65	11%
Support and funding needed from the Government	16	10%	26	7%	42	7%
Support and understanding needed from the council/business and building owners	15	9%	25	6%	40	7%
No mention of actions to remove dangerous cladding	6	4%	23	6%	29	5%
Actions are beyond the LFBs remit	9	5%	11	3%	20	4%
Must be checked and maintained regularly	3	2%	13	3%	16	3%
Involvement should be undertaken in the planning stages of a new building	4	2%	7	2%	11	2%
Greater emphasis needed on safety in high rise buildings	3	2%	7	2%	11	2%

The most common single theme highlighted by respondents was one of support for the proposed improvements to building safety standards, with around one in five of the public who responded to this question and one in ten of Brigade staff who responded to this question stating that they felt the planned changes would contribute a major benefit in addressing fire risk and prevention and that it is crucial the changes are implemented promptly. There were, however, many concerns with the feasibility of carrying out such a project, with emphasis placed on the perception that the Brigade's current and future legislative powers may not be strong enough to bring about meaningful change; questions around the levels of cooperation and support that could be expected from landlords, business owners, councils and property developers; and, most significantly, that there was neither the manpower available to undertake such an endeavour nor the volume of workers who had received the necessary qualifications and training. This viewpoint was particularly prevalent among LFB staff, with over a third of LFB respondents (35% compared to 13% of the public) stating that they felt the scale of the task was beyond the capabilities of the current workforce and/or that a largescale change would be required in terms of who would and should be operating in the fields of inspection, legislation, enforcement, and liaising with business owners and developers. There was concern that these tasks were not suited to frontline operatives and around a quarter of LFB respondents encouraged the creation of dedicated fire safety teams which would specialise in building safety inspections and enforcement, thereby necessitating increased funding and support from the government. Some also felt that the issue of inspections, legislation and enforcement was a job that existed outside the LFB's remit and that it would be one best undertaken by the creation of a dedicated outside agency.

There were some respondents who felt that current and recent buildings were being constructed at a lower standard when compared with buildings in the past, with the feeling that financial considerations and speed of construction sometimes took precedence over quality and safety. Some respondents felt that safety standards in high-rise buildings were not given enough priority in the plan – particularly due to the perception that too many new high-rises were being built too quickly and being packed too tightly into an already densely populated city – and it was felt that these buildings may represent a very real risk and danger to those who would occupy them – especially elderly and disabled residents.

In light of the Grenfell Tower fire some respondents expressed surprise that stringent safety checks on similar buildings had not already been carried out, as well as expressing concerns that dangerous cladding and other flammable materials were still present in residential buildings and that there appeared to be no mention in the plan of how the issue of cladding was to be addressed.

There was also 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 strong enough powers to ensure that necessary safety improvements were accomplished in a reasonable time frame, with the potential to ensure that developers and building management companies would face severe consequences for non-compliance and that these measures would be backed up and supported by the courts.

“Advice and enforcement needs to be present from the very beginning of the planning stages. It is very difficult to enforce things once they have already been built incorrectly.” (Member of the Public)

“It will all depend on how powerful the legislation given to the Fire Brigade is to enact necessary changes. I can’t believe that the LFB would not have insisted on changes if they had known all the facts surrounding tower block cladding.” (Member of the Public)

“Hopefully the issues surrounding cladding and other fire risk materials will be addressed in all future build homes. I would also hope that it is addressed retrospectively in buildings that still pose a risk. I’d like to know if legislation has been addressed to prevent the use of fire risk materials by developers and their suppliers.” (Member of the Public)

“Buildings are still clad and no support from the government has helped remedy that. You can also not enforce retrospective amendments to buildings as they conformed to the standards at the time they were built. As far as I’m aware this renders half of London unsafe.” (Member of the Public)

“Pressurise government to de-privatise/tighten responsibilities around Building Control – cowboys are signing off bad construction without site visits. If it’s a council construction project another authority should sign it off, not one of their own – especially for high-rises and HMOs.” (Member of the Public)

“Following the withdrawal of the promotion exams in 2005, the majority of operational officers now don’t have enough of a grasp of technical knowledge and legislation to carry out local fire safety inspections. With over 17 years of promotions, this shortcoming now stretches up to middle management level. Despite the increasing workload, inspections should remain the role of specialist Fire Safety officers and not be passed onto inexperienced Fire Appliance commanders.” (Member of the Public)

“London Fire Brigade can’t compete with Private Fire Engineering companies, and isn’t able to attract and retain Fire Engineering Degree Graduates. Most of the frontline workforce – a large proportion of which were recruited in the late 1990s and early 2000s when C Grade GCSE Maths and English were not required – have never had to do promotion exams or Institute of Fire Engineer exams because of the Development Record Process that was adopted in 2005. They don’t have the mental capability for a sufficient grasp of Fire Safety Legislation to undertake inspections and provide enforcement.” (Member of LFB Staff)

“A fire risk assessment should be included in all selling of homes and flats. The electricity survey does not seem sufficient. All sellers of flats especially should have, by law, to include a fire risk assessment for buyers.” (Member of the Public)

“I think this puts too much pressure on Brigade resources at a time when business will not be able to afford to carry out remedial works. We will end up chasing our tails and wasting time on things we cannot change.” (Member of LFB Staff)

“We need legislation to make the Fire Brigade’s decision the final one on building safety before work is started, with strong penalties for infringements and/or variance from what was approved by the Brigade.” (Member of the Public)

“I am watching tall buildings being built all around Acton. The buildings appear to have flammable insulation and are clad with plastic bricks. This must make the buildings and surrounding areas vulnerable. As local authorities seem either ill-informed or impotent in relation to the inclusion of flammable materials in

buildings, can the Fire Brigade be given the authority to prevent all buildings that include flammable materials?" (Member of the Public)

"There needs to be some form of incentive for Fire Safety staff to stay with LFB once qualified (or a non-compete clause added into contracts). We are losing too many experienced Inspecting Officers which leaves us with a huge skills gap. While it is good to see new recruits coming through, they will not have the experience or competence to inspect more complex premises (which are posing a high reputational risk to LFB should they be involved in a major incident). Even if they gain the experience and competence, what do we have in place to ensure that we don't lose them again?" (Member of the Public)

"Higher risk premises shouldn't just be assessed solely on the likelihood of fire, but also the impact to the surrounding area. For example, proximity to high density residential properties makes a business at higher risk than one situated in a remote industrial estate." (Member of the Public)

"Fire safety departments are massively under-resourced and efforts to upskill staff are shockingly bad. Workloads are passed down to untrained staff who don't have the resources to carry out the work." (Member of the Public)

"There seems to be an overwhelming workload for Fire Safety Officers. The rest of the workforce are pitching in to take up the slack but I believe the support, training and practices should be improved. Currently it seems insufficient and there is a sense that it has been rushed in to appease HMI report changes." (Member of LFB Staff)

"My main concern is that the Fire Brigade has no power in ensuring that landlords make homes fire safe for residents or do proper assessments of fire. It is only when a fire has occurred and people have been put at risk that any action can be taken. Tenants cannot make landlords do necessary assessments and the Fire Brigade has told me that it cannot get involved, that it is up to the landlord only." (Member of the Public)

"Grenfell has shown that even if developers understand fire legislation, they can ignore it and put people at risk." (Member of LFB Staff)

"I believe strongly that the identification and prevention of risk should be given greater emphasis in the plan. As an example, LFB should have far greater responsibility to engage with the management companies of high-rise buildings to ensure flammable materials such as barbecues are not being placed or stored on balconies. This is clearly not happening today and Fire Safety Certificates should not be issued where management companies of high-rise buildings are not adequately monitoring and addressing risk." (Member of the Public)

"As a civil engineer with experience of serious fires and "disproportionate collapse" in large new builds I am staggered to frequently see planning application consultations signed off with glowing reports from Fire Brigade officers where fire safety measures are obviously woefully inadequate." (Member of the Public)

"Grenfell has raised the issue of smoke being a major factor in the deaths of the residents, not heat or flame. What is LFB going to do to call for a shift in the built environment to protect people? To be 'trusted to serve and protect' doesn't just mean provide services, it means to be the learned, expert and professional voice for those who do not know about these issues. If smoke killed more people in Grenfell than fire how does our CRMP protect people against this risk in future?" (Member of LFB Staff)

"I understand that there are still buildings with cladding similar to that in the Grenfell Tower. I don't know what you plan to do as it seems you have no control on fire prevention." (Member of the Public)

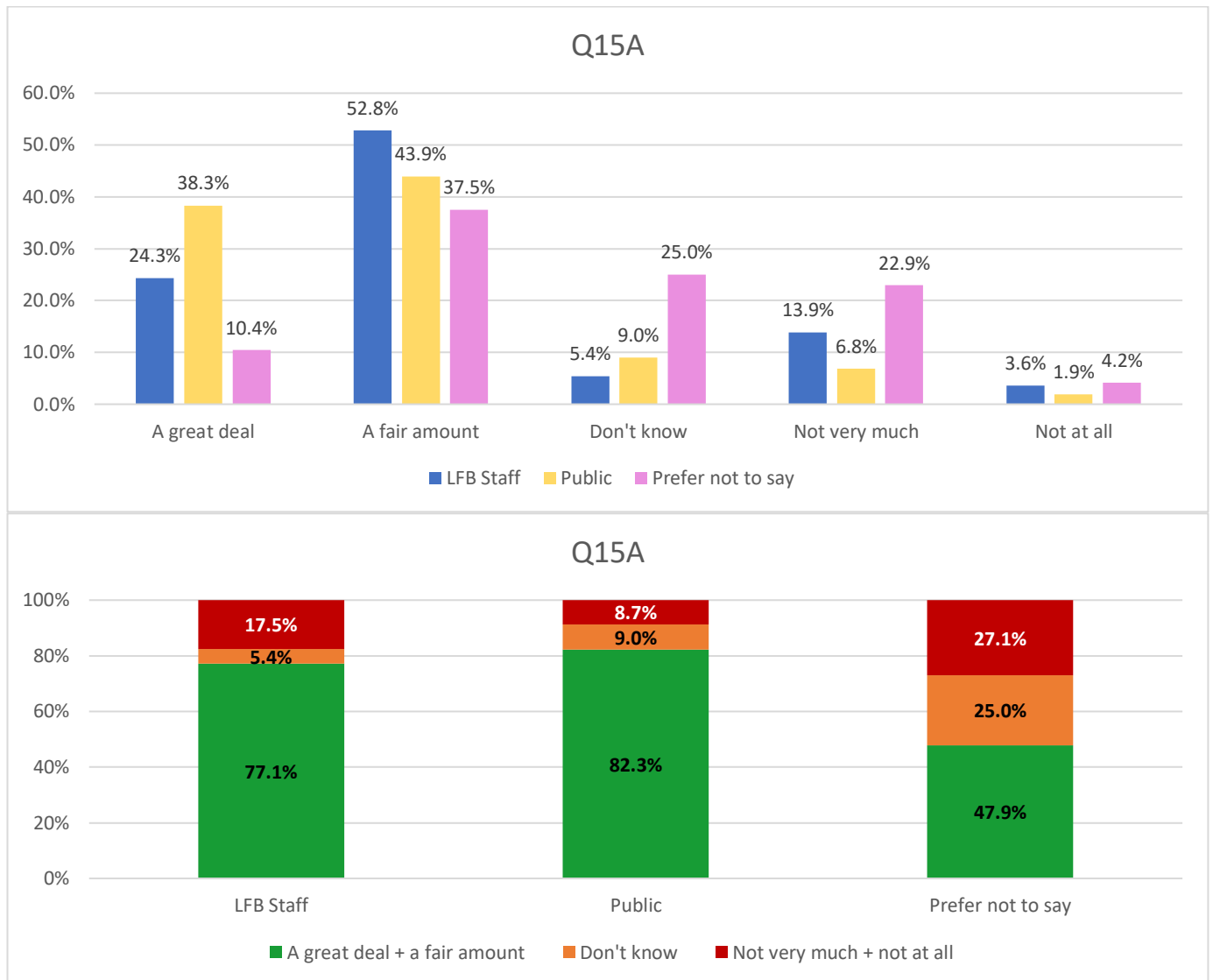
"The proposals sound like 'business as usual'. We can continue to try and educate businesses but it is more the cultural attitude to fire safety that needs to be addressed and this goes hand in hand with effective enforcement. Investing in protection enforcement has been insufficient and while fire safety staff are driven for audit numbers, the time needed to spend on enforcement work is not available. Enforcement cases have historically taken a very long time to progress and the courts also seem to consider fire safety cases to be lower priority than others." (Member of LFB Staff)

"Don't increase the pressure of front line staff to audit buildings, I barely understand fire safety legislation. I do not feel comfortable working with business owners when I know so little myself." (Member of LFB Staff)

Q15. Thinking about all the actions you have read about so far in this survey, how much, if at all, do you think that the plan will:

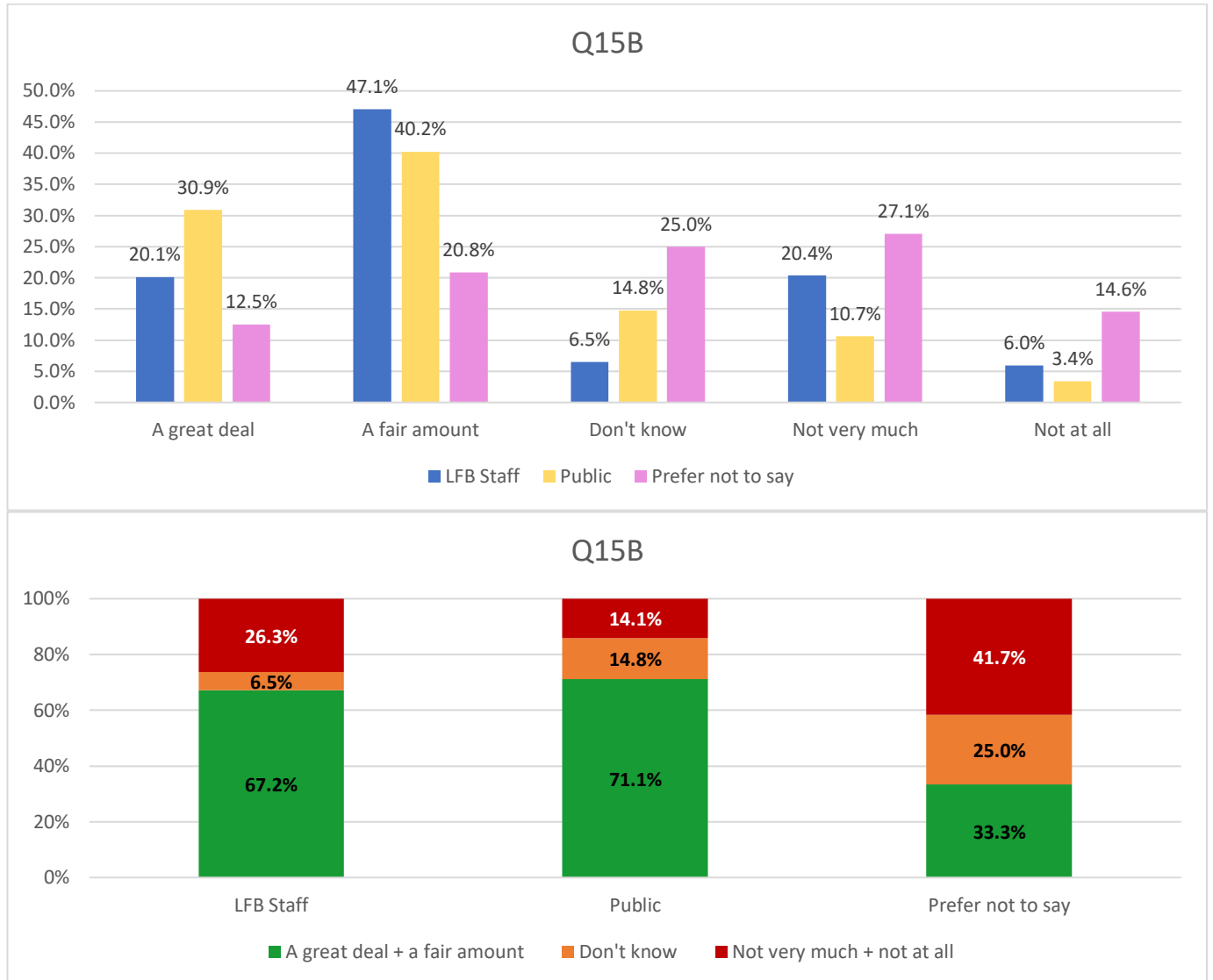
Q15A. Enable London Fire Brigade to provide services that truly respond to the needs of all communities?

This question was answered by 1,976 respondents – 1,172 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. Most members of the public (82%) and LFB staff (77%) felt that the plan will enable LFB to provide services that respond to the needs of all communities. Nearly half of respondents who preferred not to say what respondent type they were (48%) agreed with this, whilst 27% disagreed.



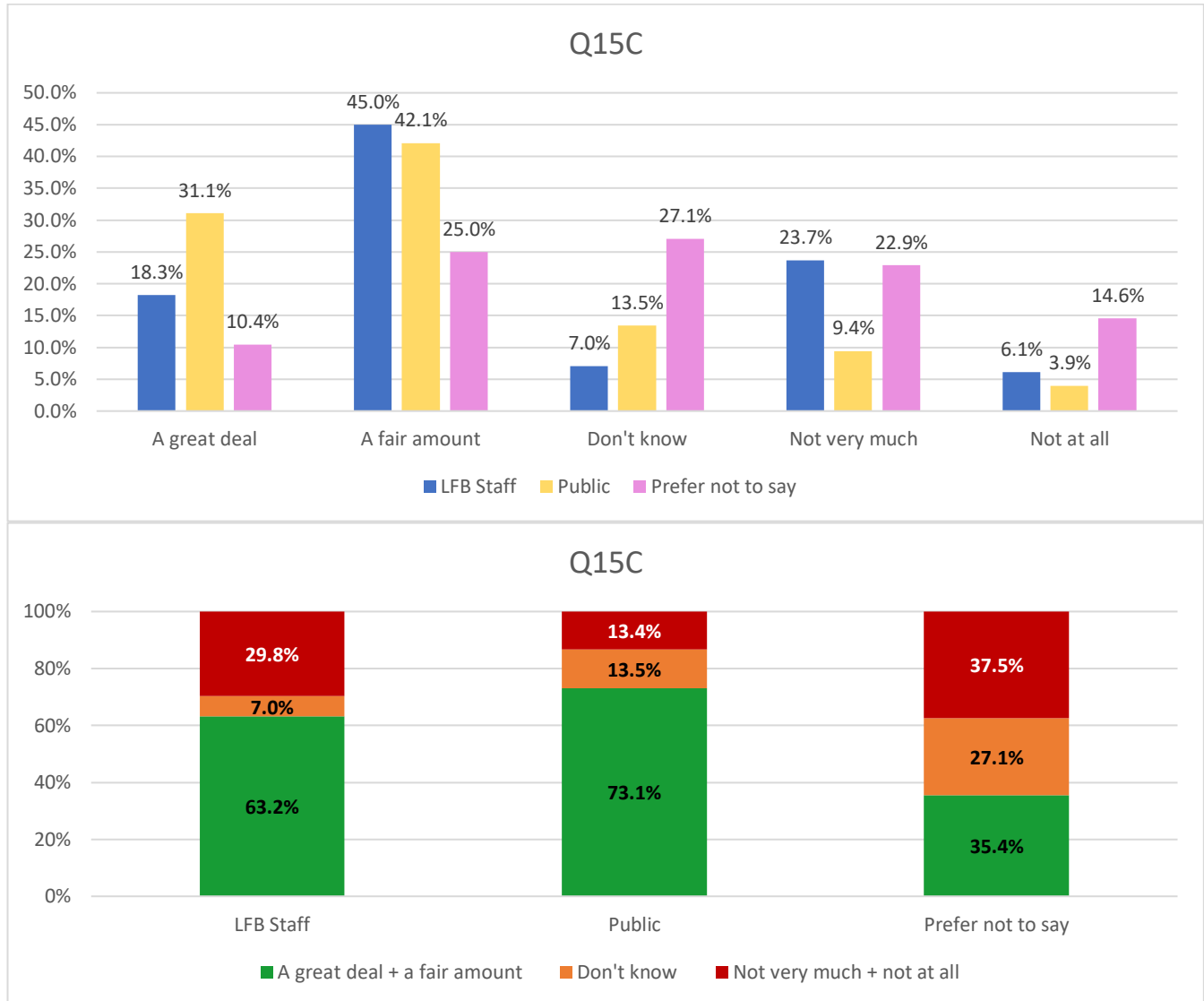
Q15B. How much will the plan strengthen LFB leadership on equality and diversity?

This question was answered by 1,967 respondents – 1,153 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. The majority of members of the public (71%) and LFB staff (67%) felt that the plan will strengthen LFB leadership on equality and diversity. Only a third of respondents who preferred not to say what respondent type they were (33%) agreed with this and 42% disagreed.



Q15C. How much will the plan achieve a workforce that reflects the diversity of London?

This question was answered by 1,969 respondents – 1,165 members of the public, 756 Fire Brigade staff, and 48 who preferred not to say. The majority of members of the public (73%) and LFB staff (63%) felt that the plan will achieve a workforce that reflects the diversity of London. Around a third of respondents who preferred not to say what respondent type they were agreed (35%) with this and 38% disagreed.



Q16. Respondents' ideas on what else can be done to improve how the London Fire Brigade understand and work with communities to make them feel safe

This question was answered by a total of 519 respondents, with 373 (72%) being members of the public and 146 (28%) being London Fire Brigade staff. The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
Increase community presence through events and outreach	17	12%	52	14%	69	13%
Ensure skill and suitability is top priority in recruitment, not diversity	11	8%	56	15%	67	13%
Teach prevention and fire safety	7	5%	44	12%	51	10%
Listen to and action the communities' needs and requirements	11	8%	34	9%	45	9%
Enhance diversity in staff, including management level	9	6%	20	5%	29	6%
Make fire stations welcoming and part of the community	5	3%	17	5%	22	4%
Increase fire safety visits, including fitting of smoke/fire alarms	2	1%	10	3%	12	2%
Tailor services for community members with diverse needs (esp. disabled)	1	1%	11	3%	12	2%
Increased advertising and fire safety/service awareness	4	3%	8	2%	12	2%
Ensure communication is honest and transparent internally and externally	1	1%	10	3%	11	2%
Active measures to help staff understand and work with diverse cultures in the community	6	4%	2	1%	8	2%
Involve community members in planning	2	1%	5	1%	7	1%
Address language barriers within the community	3	2%	3	1%	6	1%
Provide a timely, honest response following a major incident	1	1%	3	1%	4	1%

Primarily, respondents encouraged more development of open days, events and outreach programs that increased the level of connection and interaction between the London Fire Brigade and the communities it serves, particularly in using schools, places of worship, and community centres and notable individuals. This was seen as an opportunity for the needs and concerns of the community to be heard and responded to personally, as well as a way to inform and educate on fire safety and prevention.

Some stressed the need to advertise these events widely and in a timely manner, with even LFB staff noting that they had been unaware of such events until after they had passed. A few respondents also stated that they felt fire stations were not seen as being as approachable as other emergency or government services such as the police, with closed doors and mystery as to what went on behind them. There were ideas such as creating "shop front" offices in the high street or adjoining/within existing stations which would enable the public to easily ask questions, access information, and obtain fire safety and prevention literature (though there was one response from a member of LFB staff who warned against the potential disruption a more open-door policy may cause, quoted below).

Regarding diversity, there were some who felt that within the Brigade those at management level were not representative of the ethnic spectrum of the communities they served, while a significant number of respondents expressed concern that the push to meet diversity quotas among frontline workers may have had compromising effects on the quality of service and protection they received. They stated that the best way to make communities feel safe was to always ensure that the most skilled people were doing the job, regardless of their ethnicity or gender.

Other suggestions put forward included:

Theme	Number of responses
Hold local consultations and feedback meetings in community spaces to better understand the needs, culture, and behaviour of the people in a station’s area	4
Work closely with care homes and the elderly to identify at-risk individuals	4
Identify individuals and properties where extreme hoarding occurs	4
Creating a non-emergency number for the public to obtain information	3
Maintain and increase youth engagement	3
Advertise in traditional ways to reach those who do not use the internet	2
Educate the public on how to keep safe during heatwaves	2
Provide legislation updates	1

“What is a fire station? Is it something that is judged by the technical appliances it houses, or is it a place where people can get advice and guidance about fire prevention and risk management? Why don’t we think creatively about fire stations across London and rather than see them as big buildings with big (often closed) red doors, why don’t we say they could be in town centres or urban hubs? Why not close Union Street and use the funding to move all FRS staff to fire stations, including ones that look like shops on the high street. This would put us truly at the centre of our communities with doors open for people to come in and speak to us about their worries and concerns. We could massively increase our overall footprint if we closed Union Street and mixed staff across the city with Community Fire Stations in old shop-fronts.” (Member of LFB Staff)

“Make it so that I can call or visit my local fire station, similar to how I can visit the police station to ask questions of a non-emergency nature and find out what the fire service is doing. At the moment it seems like a black box compared to other emergency services.” (Member of the Public)

“Part of understanding the community the LFB serves is getting out there and completing 7.2d familiarisation visits and live exercises so that ops crews are confident in dealing with an incident in the more complex environments in their areas. I think listening to what the community wants to see from us is key to moving forward. We need to show the public what we have learned and how we are doing better.” (Member of LFB Staff)

“How will access to fire stations be managed? At present the public can drop in whenever they want to without consideration of whether staff have been flat out all day and need to eat or rest or whether the workload is too much to take time to attend to general queries. Without a station clerk it can be difficult to manage the number of interruptions at work, and colleagues in different types of locations (e.g. HQ) are not expected to leave their work to show people around. I know these are very specific points but they are reflective of the kind of things that aren’t considered which impact the effectiveness of station based staff.” (Member of LFB Staff)

“It would be great if personnel were able to access language courses so that we can engage with members of the public. Breaking through language barriers helps in making people feel respected, appreciated and included in the community.” (Member of LFB Staff)

“I suggest approaching leaders of mosques, temples, and churches as a good way to spread the knowledge of the services that the LFB offer and also gain an appreciation of the concerns and expectations of the communities concerned.” (Member of the Public)

“Local councils often have ‘champion’ schemes, such as a Domestic Abuse Champion. With ‘champions’ of different subjects across our boroughs we can really tune into our communities and provide a high level of support and protection.” (Member of LFB Staff)

“We often find out too late about community events, usually via social media like the rest of the public. All staff should be notified ahead of time so we can spread the word to our family and friends, who in turn would spread the word to get others involved.” (Member of LFB Staff)

“The last few weeks show that some of the public are clearly not engaged with CRMP. The number of fires caused by barbecues is out of control and the number I saw in parks show a total lack of engagement. Our comms on Twitter are fabulous but so very few people see them and our messages are not being seen.” (Member of LFB Staff)

“Ensure you inform local councillors, leaders and community groups directly of events and engagement sessions so they can broaden the audience.” (Member of the Public)

“I would like to see communication to residents about how LFB is a friend and part of their safety net rather than a big brother out to reprimand them.” (Member of the Public)

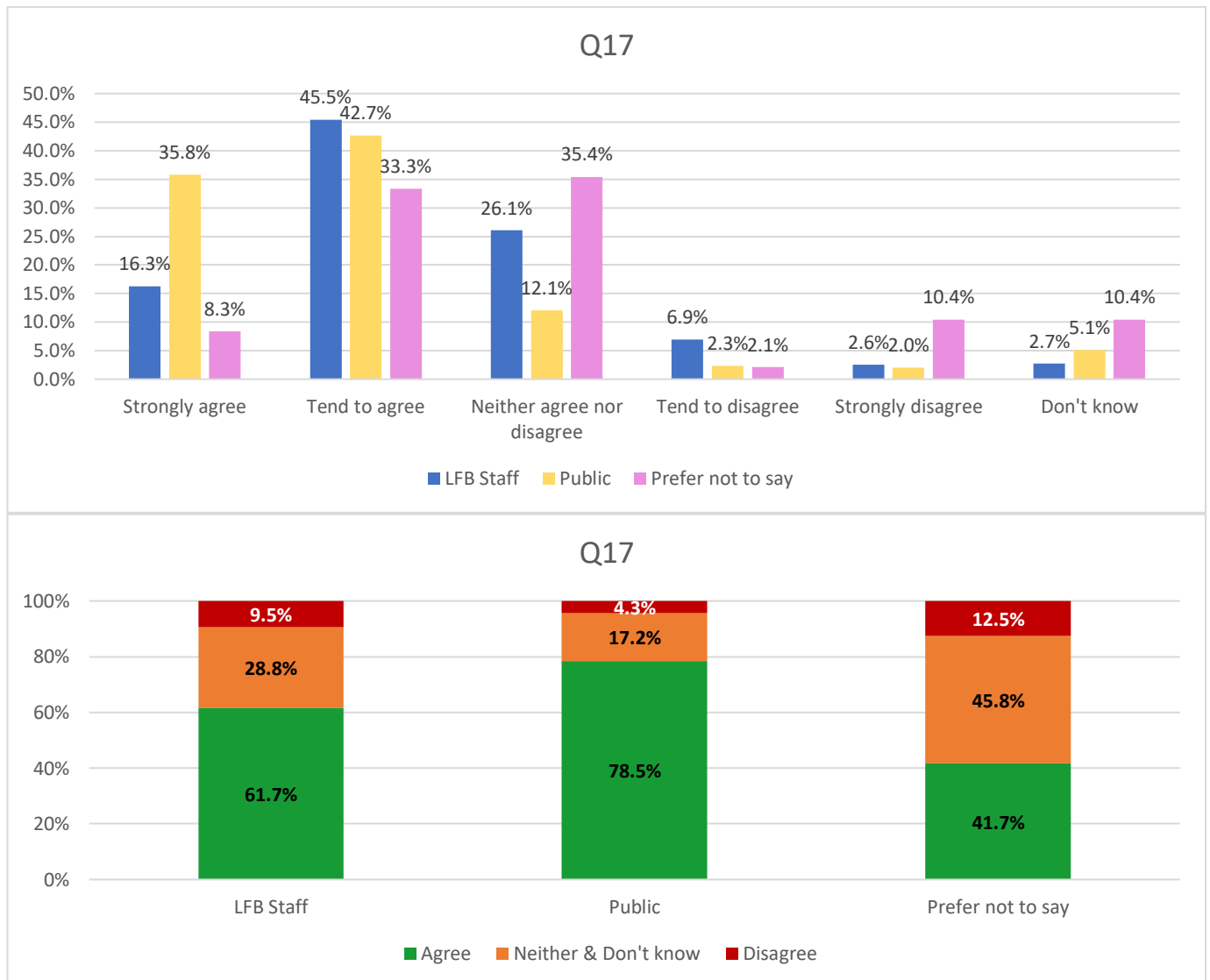
“Addressing the endemic socio-economic injustices in our society is going to take time, patience, a lot of work and a constant commitment to dialogue, consultation and listening to local communities. I believe that the majority of people are in favour of the movement towards a more inclusive, more tolerant society. There will however always be challenges and those who resist consciously and unconsciously due to their social conditioning or belief systems. We need to uphold our commitment to eliminating prejudices such as racism, sexism, ableism, ageism and homophobia. We also need effective training and spaces for constructive dialogue that is non-polarising and which allows people to learn and grow together. Much has been done and I appreciate the efforts, commitments and plans being made – but it is the delivery that will be the proof of the pudding.” (Member of the Public)

Q17. We will measure and publish information showing our progress every three months. You can see the full list of performance information that we intend to publish in the 'Your London Fire Brigade' document. We have listed the key measures here for ease of reference:

- An improved community satisfaction rating.
- First fire engine to an incident within an average of six minutes.
- Second fire engine to an incident within an average of eight minutes.
- More station staff time spent on protection activity.
- More station staff time spent on prevention activity.
- The proportion of staff who would recommend LFB as a great place to work.
- Over each five-year period the number of fire deaths to be no more than an average of 50 a year.
- Over each five-year period the number of fire injuries to be no more than an average of 1,000 a year.
- No more than 4,430 fires in people's homes in a year.

Overall, to what extent do you agree or disagree that this information would provide you with a way to see if we are meeting our commitments to you?

This question was answered by 1,921 respondents – 1,136 members of the public, 737 Fire Brigade staff, and 48 who preferred not to say. Most members of the public (79%) and LFB staff (62%) agree that the information set out in the CRMP would provide a way for the public to see whether LFB are meeting their commitments, whilst nearly half (46%) of respondents who preferred not to say what respondent type they were also agreed.



Q18. Further detail on why the respondents agreed or disagreed that the information would provide a way for the public to see if the LFB are meeting its commitments

This question was answered by a total of 405 respondents, with 284 (70%) being members of the public and 121 (30%) being London Fire Brigade staff. The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
The measures are meaningless and will not engage the viewer	11	9%	46	16%	57	14%
Satisfied that the information would provide a way to see if the LFB is meeting its commitments	6	5%	36	13%	42	10%
More information needed	17	14%	21	7%	38	9%
“Over each five-year period the number of fire deaths to be no more than an average of 50 a year” is not a good measure	14	12%	19	7%	33	8%
“No more than 4,430 fires in people’s homes in a year” is not a good measure	13	11%	16	6%	29	7%
Concerns that data can be manipulated/presented misleadingly	11	9%	15	5%	26	6%
“Over each five-year period the number of fire injuries to be no more than an average of 1,000 a year” is not a good measure	10	8%	14	5%	24	6%
Dependent on how it is shared in the community	3	2%	11	4%	14	3%
The numbers are arbitrary/beyond LFB control	3	2%	10	4%	13	3%
“Fire Engine to an incident response times” is not a good measure	6	5%	7	2%	13	3%
Reports every 3 months unnecessary	1	1%	11	4%	12	3%
“An improved community satisfaction rating” is not a good measure	4	3%	6	2%	10	2%
“More station staff time spent on protection & prevention activity” is not a good measure	4	3%	5	2%	9	2%
“The proportion of staff who would recommend LFB as a great place to work” is not a good measure	3	2%	5	2%	8	2%
No mention of diversity targets	1	1%	4	1%	5	1%
Should ask the public what measures they would like to see	0	0%	2	1%	2	0%

While the vast majority of those answering Question 17 agreed that the nine measures would provide a way to know whether the LFB was meeting its commitments – 77% of the public and 62% of Fire Brigade staff answered either “strongly agree” or “tend to agree” – most comments received in response to Question 18 were highly critical of the measures, illustrating again the trend for those who support the proposals to do so without elaboration, and those who oppose them to do so vocally.

In general, among those who responded to this question, the measures were described as being either meaningless, overly general, politically motivated, arbitrarily arrived at, ill-explained, or beyond the control of the LFB and, therefore, not true indicators of the Brigade’s performance of how well it was meeting its commitments. Some wanted to know how figures such as 4,430 fires or 50 deaths had been arrived at, feeling that not enough information had been made available on which to base an informed opinion, as well as questioning how extraordinary events such as the Grenfell Tower fire or the outbreak of fires resulting from the 2022 heatwave would affect such measures and be taken into account. Some also pointed out that should the opposite situation occur this would skew figures in the direction of making it appear the LFB was excelling and exceeding its stated commitments and goals – whereas in either case, whether appearing to over or underperform, the results would actually be as a result of circumstance and chance.

The measures designed to demonstrate an increase in staff time spent on protection and prevention activities were questioned as being: a) not necessarily indicative of a real-world improvement (“time” easy to present misleadingly

and representing only a quantity rather than a quality); and b) potentially indicative of less time being spent on training or other activities that may result in greater frontline benefits.

In addition, there was some opposition to the proposal to publish the figures every three months with some respondents feeling that measuring data over what was seen to be a short period of time would make the results difficult to gain insight from in a useful way and others believing that it would create unnecessary administrative work for staff. They stated that reports issued every six or twelve months may be more valuable and would suffice for the public’s requirements.

Other comments made suggested additional measures that may be beneficial, such as:

Q18	Number of responses
Staff well-being and mental health	3
Staff diversity information	3
Average response time by incident type	3
Number of building inspections	3
Qualitative data from frontline operatives	2
Attended incidents broken down by type	2
Number of Carbon monoxide incidents	2
Number of meetings with authorities, businesses, and building management companies	2
All data presented at town/borough level for more detailed analysis	2
Number of drownings	1
Number of suicides	1
Number of road traffic collisions	1

“This would provide performance measures for routine work but doesn’t really give any indication for responses to terrorism or other unexpected events (such as pandemic).” (Member of the Public)

“Too general. Response times, fire deaths and fire injuries are governmental targets that don’t mean anything to us, the people of London.” (Member of the Public)

“Every three months may be too short a period. Will any change result from such a short reporting period? Why not do a more meaningful period which would be statistically significant enough to merit change and/or acknowledge success” (Member of the Public)

“Statistics simplify complicated pictures. To really understand what these figures mean I’d want to see them alongside anonymous qualitative data from firefighters and leaders outlining which targets they’ve found hard/easy to meet and why.” (Member of the Public)

“Londoners will judge you based on their personal experience of watching the LFB respond to incidents near them.” (Member of the Public)

“Most of these are unachievable. For example, the number of fire deaths is fine until you have another major incident which skews the figures. The attendance times will get longer as more roads have cycle lanes leading to other vehicles not being able to get out of the way. The satisfaction ratings have no bearing on firefighting/rescue techniques. These statistics are just there for political use.” (Member of LFB Staff)

“Targets on deaths and injury seem excessively high and I’d like to know how you would consider any death from fire within your jurisdiction a ‘success’? Surely those targets should be zero and any death or injury is considered a failure.” (Member of the Public)

“You need to be careful about ‘proportion of staff who would recommend LFB as a great place to work’ as it’s subject to survivorship bias. An organisation which is terrible at inclusion can still score highly on this sort of metric if all the staff from minorities find the place so bad that they quit.” (Member of the Public)

“They aren’t all measures, only the fire engine times and the prevention and protection activities are actually measured. The rest are performance indicators, but the ones like number of deaths or injuries are not entirely a reflection of LFB activities so those are very poor performance indicators. LFB have no authority and control over ruthless construction management, latent failures in building safety, individual stupidity, etc. – the only performance indicators should be ones where the LFB has sole authority and control. Look at Grenfell tower. Are they responsible for those deaths? For me this list is a performance indicator of how badly this has been thought through, clearly put together by someone who does not understand either measures or performance indicators, or where safety science currently stands in this respect. Get some real safety scientists involved.” (Member of the Public)

“Time spent on protection and prevention is not an adequate metric. Better would be number of high-rise/multi-floor buildings inspected, number of fire protection and prevention meetings held with authorities or building management companies.” (Member of the Public)

“Many may think that the Fire Brigade has better things to do than spend endless hours gathering data every three months. An annual review would be perfectly adequate.” (Member of the Public)

“These figures should be accompanied by a narrative explaining why targets have been missed or exceeded and what changes will be made as a result.” (Member of the Public)

“Several of the targets do not imply improvement – notably attendance time targets – and numbers of fires, injuries and deaths are on a declining trend, which makes attribution to particular actions impossible to identify. Also targeting more staff time on protection and prevention could imply less training and/or slower or lower attendance at incidents unless time on these is ring-fenced explicitly within the targets.” (Member of the Public)

“The measure about the number of people who see the LFB as a great place to work is too subjective. It just takes a few people who dislike their boss to produce a negative report – not necessarily fairly. It would also include things like attitudes to pay rises which always attract negative feedback if people don’t think they are high enough.” (Member of the Public)

“The plan and the narrative supporting the key performance indicators needs to make clear what the basis is for the performance targets. For example, communities accessing this information need to understand why we consider an average of 1,000 fire injuries a year to be an acceptable target. If this isn’t explained it may appear that we are accepting an unacceptable level of deaths, injuries and fires in people’s homes.” (Member of LFB Staff)

“The above indicators are important, but they largely refer only to response to fires, when previously it was said that LFB would do much more than just that. It also doesn’t reflect any of the environmental aspects mentioned, or the equality and diversity measures.” (Member of LFB Staff)

“Some of these targets require explanation as to how they have been arrived at in order for people to determine if commitments are being met. I’m sure there is a logic to the 4,430 target but I don’t know how it’s arrived at, making it difficult to measure ‘success’. This will also need some thought as to how we can demonstrate that our interventions have made a difference rather than external factors that are not down to our efforts.” (Member of LFB Staff)

“I would like to see more detailed metrics on prevention activities (such as partnership building, education, resource development, etc.)” (Member of the Public)

“It would be great to show diversity figures for people coming into and leaving the Brigade. For transparency it would also be good to show demographic figures for who thinks the Brigade is a great place to work.” (Member of LFB Staff)

Q19. Rank the four targets to measure how quickly we arrive at incidents targets

This question was answered by 1,515 respondents – 797 members of the public, 670 Fire Brigade staff, and 48 who preferred not to say.

LFB staff ranked the response targets in the following way:

1. To get the first fire engine to an incident within 6 minutes, on average
2. To get the second fire engine to an incident within 8 minutes, on average
3. To get a fire engine anywhere in London within 10 minutes, 90% of the time
4. To get a fire engine anywhere in London within 12 minutes, 95% of the time

Both the public and respondents who preferred not to say what respondent type they were, ranked the following response target most highly: 1. To get a fire engine anywhere in London within 12 minutes, 95% of the time. Members of the public then ranked the remaining targets in the following way:

2. To get the first fire engine to an incident within 6 minutes, on average
3. To get the second fire engine to an incident within 8 minutes, on average
4. To get a fire engine anywhere in London within 10 minutes, 90% of the time

NOTE: When considering the public response of prioritising the target to get a fire engine anywhere in London within 12 minutes, 95% of the time, public responses to the next consultation question (Question 20) reveal that nearly half (47%) would be in favour of removing this target going forward and only 23% would be against this move. This implies that there may have been some misunderstanding of how to respond to this question by members of the public. This should be considered when looking at these results.

Avg. Ranking (note: lower score = higher priority)	LFB Staff	Public	Prefer not to say
To get the first fire engine to an incident within 6 minutes, on average	1.43	2.46	3.72
To get the second fire engine to an incident within 8 minutes, on average	2.33	2.53	2.86
To get a fire engine anywhere in London within 10 minutes, 90% of the time	2.73	2.67	2.18
To get a fire engine anywhere in London within 12 minutes, 95% of the time	3.42	2.10	1.20

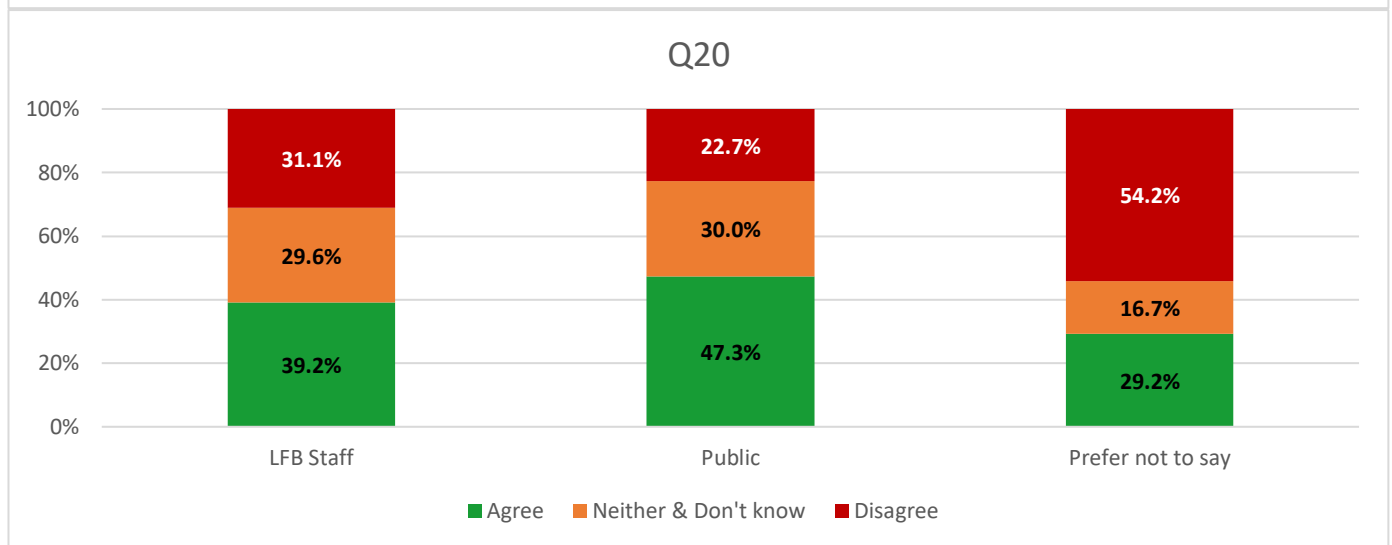
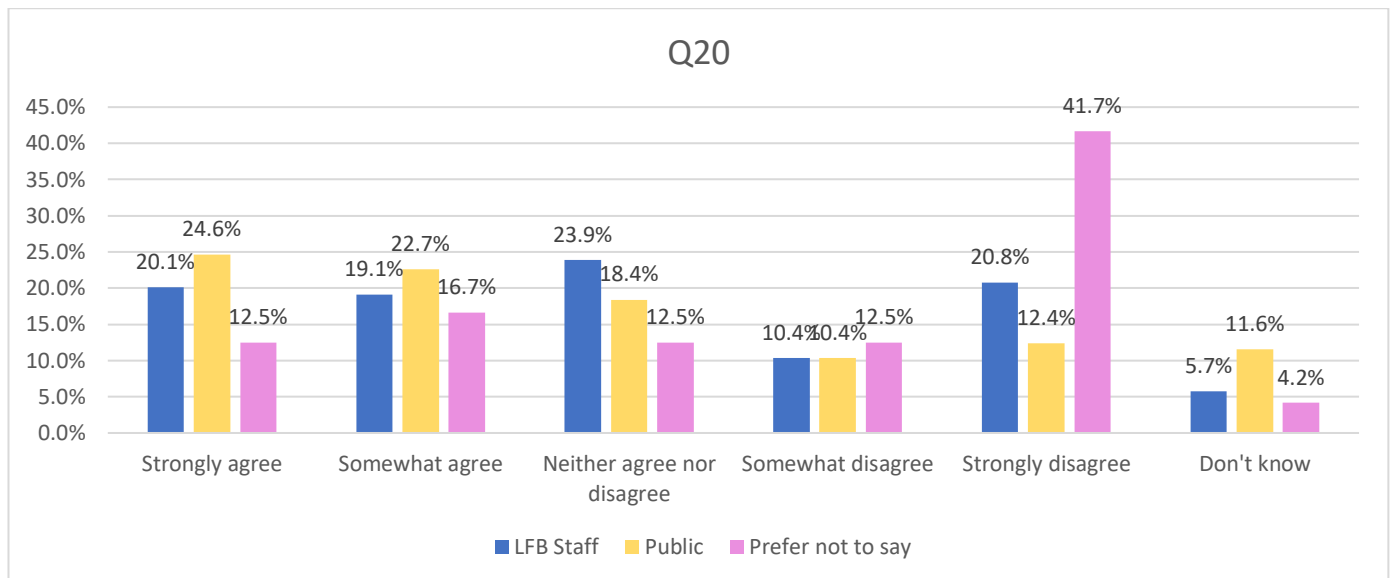
Ranking	1st	2nd	3rd	4th
LFB Staff	6 mins average	8 mins average	10 mins - 90%	12 mins - 95%
Public	12 mins - 95%	6 mins average	8 mins average	10 mins - 90%
Prefer not to say	12 mins - 95%	10 mins - 90%	8 mins average	6 mins average

Q20. To what extent do you agree with the proposal to remove the fourth target, 'to get a fire engine anywhere in London within 12 minutes, 95% of the time', from the plan?

This question was answered by 1,910 respondents – 1,130 members of the public, 732 Fire Brigade staff, and 48 who preferred not to say.

There were mixed views about the proposal to remove the target, 'to get a fire engine anywhere in London within 12 minutes, 95% of the time', from the plan. LFB staff opinion was fairly evenly spread between the options, with 39% agreeing, 31% disagreeing and 30% stating that they did not know. Nearly half of the public agreed with the proposal to remove the target (47%) with 23% disagreeing.

Amongst those who preferred not to say what respondent type they were, 29% agreed with the proposal to remove the target and 54% disagreed with this.



Q21. Is there any other information you think we should use to see if we are meeting our commitments in the plan?

This question was answered by a total of 329 respondents, with 240 (73%) being members of the public and 89 (27%) being London Fire Brigade staff. Due to what appears to be a misinterpretation of what the question asked, however, only around a third of respondents provided answers that were relevant to the question (answers that were relevant to other questions have been included in the totals and summaries elsewhere). The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
Suggestions of other information and measures to include	18	20%	33	14%	51	16%
Statistics to show enhancement of staff	6	7%	13	5%	19	6%
Carry out an in-depth staff satisfaction survey	5	6%	5	2%	10	3%
Report more detailed incident records	2	2%	6	3%	8	2%
Feedback from individuals who have used/engaged with the service	4	4%	3	1%	7	2%
Outcome of building safety inspection statistics	0	0%	6	3%	6	2%

In addition to (and sometimes duplicating) the suggestions made in the responses to Question 18, listed above, respondents suggested that the following information could be used to measure whether the LFB was meeting the commitments to its plan:

Theme	Number of Responses
Number of high-rise buildings inspected	3
List of most common causes of fire	3
Number of firefighters present at the scene of each incident	3
Total number of incidents, broken down by type and area	2
Number of building inspections completed annually, and the proportion of recommendations implemented by businesses	2
How many fire engines and firefighters are needed by each station, and how many are actually present each day?	2
Equality, diversity and inclusion targets and achievements	2
Comparison of measures to previous months/years	2
Transparent and comprehensive budget and expenditure information	2
Number of outreach programs held in the community	2
Report on the outcomes and achievements of specific actions to reduce risk	2
Average time firefighter spends on daily tasks	2
Measures of the outcomes of activities rather than time spent	2
Data on attendance times of all vehicles	1
Presentation of a hierarchical organisational structure chart	1
Comparison of the number of deaths, fires and injuries with the rest of the UK and Europe	1
Report on the efficiency of action by firefighters once at the scene	1
Record of occasions when targets were failed to be met	1

Respondents also suggested that qualitative and quantitative surveys of LFB staff and members of the public who had used and engaged with the service could be undertaken, in order to reflect and publicise the experience of both working within and interacting with the Brigade. Some respondents also felt that it would be beneficial to see information regarding staff development, such as qualifications gained, training undertaken and retention figures. A small number of respondents suggested reporting on successful results such as the number of fires prevented, number of fires successfully extinguished, as well as lives saved compared to previous years.

“Ask firefighters how well trained they think they are, if they think the service is improving or reducing professional standards, and if they think they are supplied with the best possible equipment.” (Member of LFB Staff)

“I think more detailed staff feedback would be better. A percentage of those who say, ‘it’s a great place to work’ doesn’t tell me anything about how staff really feel.” (Member of the Public)

“I think we should have available a thorough breakdown of budget allocation and spending, with names of staff and departments leading all projects that are funded, in order to provide absolute transparency and total accountability of decision makers for an ever-tightening belt.” (Member of LFB Staff)

“If we were told the number of appliances actually available on both nights and days in a given period and the number of firefighter positions filled and available these would reflect the actual strength of the fire service and wouldn’t be polished statistics aimed to make the Brigade look good.” (Member of the Public)

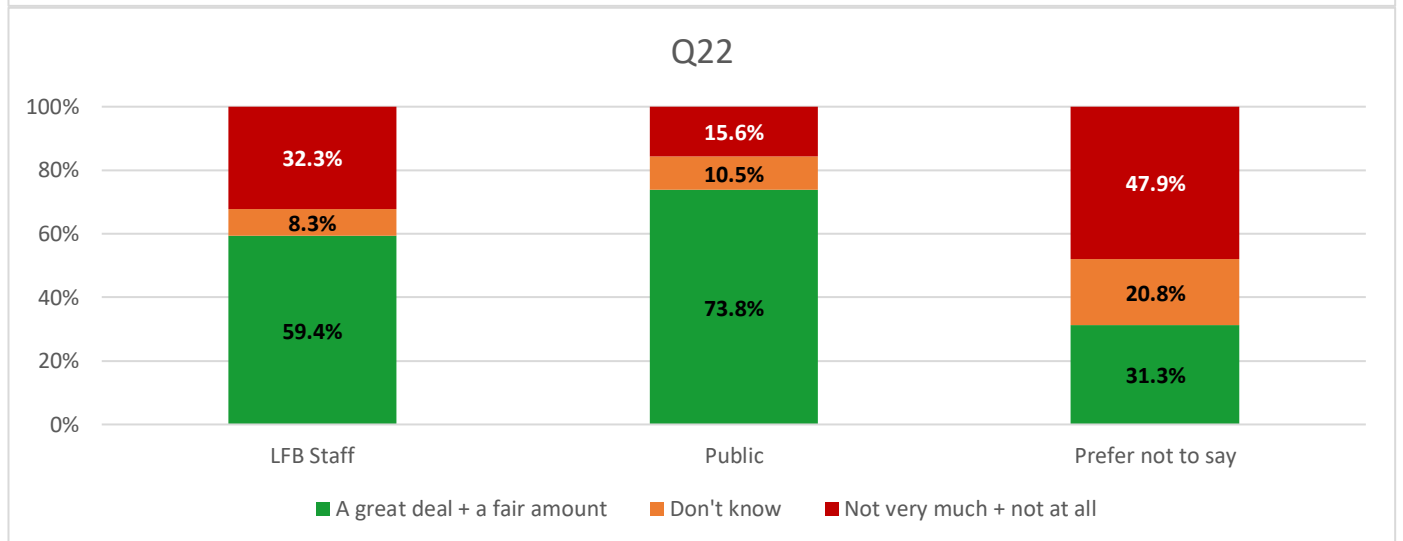
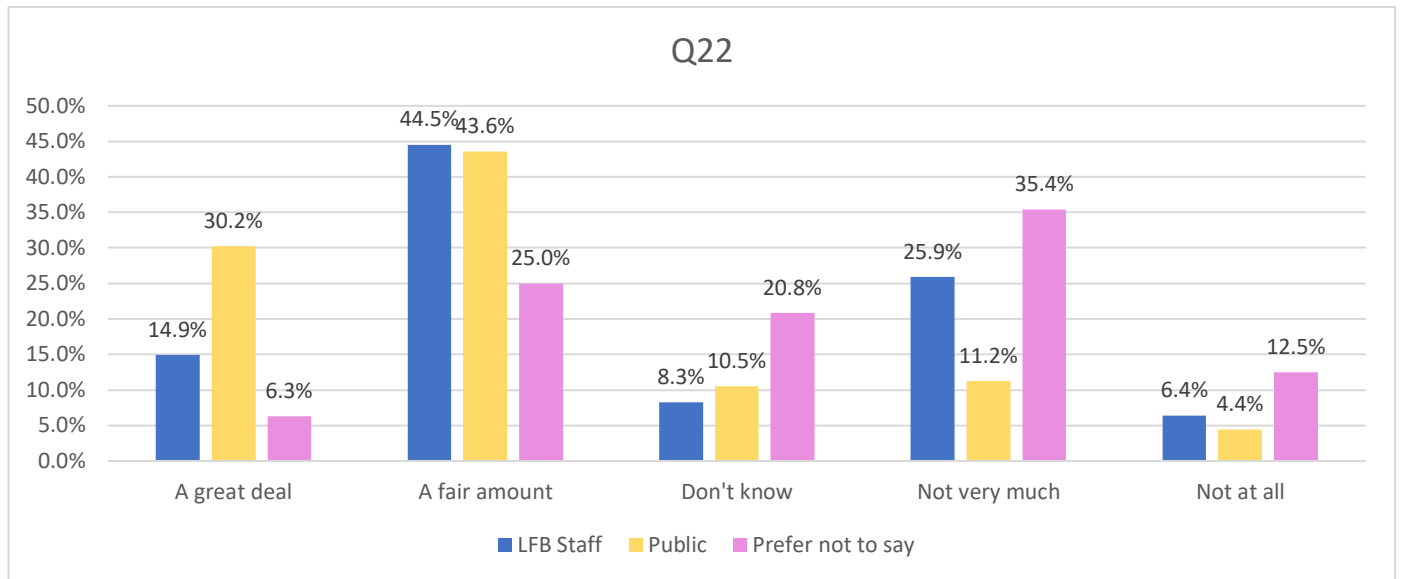
“I would like to see an actual measure of damage prevented and lives saved when compared with previous years in like-for-like incidents.” (Member of the Public)

Q22. To what extent do you think the plan will improve your trust in LFB to serve and protect you?

This question was answered by 1,916 respondents – 1,131 members of the public, 737 Fire Brigade staff, and 48 who preferred not to say.

The majority of members of the public (74%) and LFB staff (59%) felt that the plan would improve their trust in LFB to serve and protect them.

Around a third of respondents who preferred not to say what respondent type they were agreed that the plan would improve their trust in LFB to serve and protect them (31%) and nearly half (48%) disagreed.



Q23. Any other views regarding the issues raised in the consultation

This question was answered by a total of 347 respondents, with 262 (76%) being members of the public and 85 (24%) being London Fire Brigade staff. The themes raised were as follows:

Theme raised	LFB	%	Public	%	Total	%
Negative feedback regarding the plan	48	56%	72	27%	120	35%
Positive expressions regarding the London Fire Brigade	13	15%	61	23%	74	21%
Negative feedback about the survey	9	11%	17	6%	26	7%
Plan must be regularly reviewed and keep up with change	4	5%	16	6%	20	6%
Actions speak louder than words	4	5%	9	3%	13	4%
Plan should be more specific to each borough's needs	6	7%	4	2%	10	3%
Encouragement to modernise	0	0%	5	2%	5	1%
Allow staff to lead consultations	0	0%	4	2%	4	1%

COMMENTS ON THE PLAN

“The plan was drafted by people whose lives are so far removed from the ordinary Londoner that there will obviously be a disconnection. A couple of members of the public should have been involved in the design of the plan which would have given it more credibility.” (Member of LFB Staff)

“This plan feels like it fails to put concrete ideas forward. It fails to identify how best to improve front line services and what benefit the newer items of training have achieved. It shows nothing of how the LFB staff are being upskilled or further technology improvements are covered. It mentions nothing of what the LFB will do to improve the wellbeing of the workforce to allow them to complete their work better.” (Member of LFB Staff)

“A lot of the language in the opening of the report is bureaucratic and woolly. Metaphors like ‘pillars’ aren’t helpful, I think. When you are dealing with life and death, you want to avoid anything but real language addressing the real issues. Bureaucratic language sits a layer above reality and doesn’t always reach down and connect with it.” (Member of the Public)

“The general impression I get from the survey questions is that the Fire Brigade feels less necessary than ever before, and is trying to extend their responsibility into other areas. Although it may be true that retroactively responding to fires and other emergencies may be a decreasing requirement; extending the remit of responsibilities may or may not be a best use of the resources. I’d leave it to experts outside of the Fire Brigade to make that observation, together with advice from the Fire Brigade’s leadership. (Leadership should include not only management but also operatives with a lot of experience) The correct place to start would be to 1) state what the risks face Londoners today and in the near/far future; 2) agree what would be attributes of a program that would adequately address those risks; and then 3) assess a number of proposals based on whether the proposals would present the required attributes. Some of those proposals may not include a Fire Brigade at all.” (Member of the Public)

“Just an aside but the draft plan still refers to the RRO which is frustrating that after 16 years we are still calling it by the wrong name. It is the RR(FS)O or Fire Safety Order. We should probably also be referring to working with the new Building Safety Regulator etc.” (Member of LFB Staff)

COMMENTS ON THE SURVEY

“The questions are laid out in such a way that it doesn’t give a fair chance to the end user to actually have their say. The question is leading you to a specific answer.” (Member of LFB Staff)

“How could anyone not choose ‘Very Important’ for every bullet point you put down?? There will be trade-offs and I want to know where these are. There are not infinite resources but your tick box exercise suggests there are.” (Member of the Public)

“I fear that this consultation is a whitewash and the government will force the service (with the aid of management and client media) to do what the government always intended – i.e., to extend the cuts and privatisation, demoralise the workforce, and minimise risk management in favour of saving money which will be passed to private crony contractors.” (Member of the Public)

“I found this survey extremely poor and the questions ambiguous enough that the answers could be used to back whatever agenda management wanted. A consultation with staff or/and the FBU prior to the survey would have generated relevant questions.” (Member of the Public)

“While I was completing this questionnaire I learned that the same questions are being asked of the general public. I have been working in this environment for nearly 14 years and while I understand the questions and what they are referring to I feel a large percentage of the general public will struggle to understand the concept of the questions.” (Member of LFB Staff)

“I hope the Brigade is also consulting fully qualified and experienced top class professional experts. Especially on risk management.” (Member of the Public)

“The majority of Londoners will not complete this survey as they are largely happy with what we do and have limited expectations. They want us to respond in their time of need and on the whole we do that well. The respondents to the survey will be those who have been disappointed by us or have political motivation. This does not necessarily mean we are performing badly, it’s just the apathy of people when they are satisfied. We are more likely to complain at bad service than we are to compliment good.” (Member of LFB Staff)

“Accessing this survey has been so problematic and overly complicated that I could feel myself getting very frustrated and almost gave up. I really think your platform needs to be seriously reworked to make it much easier to access. The idea of accessing your tri-monthly feedback here makes my heart sink – even the password requirements are tighter than most banks and it doesn’t tell you what the password needs until you haven’t given it what it requires (caps, special character, etc) such that you have to start again each time. I glanced at some comments on here and they were all complaints about the platform from people in the same boat as me.” (Member of the Public)

“The quantitative questions feel very loaded and slanted towards the positive from your perspective. Sometimes issues are also banded together – for example, asking how we would rate the importance of ‘improving staff wellbeing and being inclusive of diverse needs’ is really two separate things. Same with ‘increasing the talent and diversity of our workforce’ – ‘talent’ and ‘diversity’ are two separate issues.” (Member of the Public)

“The questions tend to mix important and non-important areas or actions so the answers are ambiguous and don’t really reflect what they should. In the ‘recruit and retain’ question, recruit and retain is important but not to reflect a city’s diversity and be inclusive, that’s not important. It’s the skills of those in the right jobs that matter.” (Member of the Public)

OTHER ISSUES AND CONCERNS

“I have never personally felt distrustful of the Fire Brigade but of our government who have done tremendous damage to our public services. I feel that we need significant political action and lobbying to protect these services from further damage, funding cuts and privatisation.” (Member of the Public)

“The service you provide for London is only as good as its frontline staff. If you want to improve the service for Londoners start improving the lives of firefighters: pay them their legally entitled targets, support a pay rise that at least matches inflation, lessen their workload, and recruit the best-skilled people and not the people you wish you could get.” (Member of the Public)

“I already trust the LFB to protect me however I am uncertain about its capabilities. I would like demonstrations of its abilities. I want to see videos and reports of how a fire was tackled and where things went right and wrong. I think that there needs to be a more war games approach. That is to say we need to not only be looking back at info coming in off the ground but also need to be forecasting future incidents. We need better collaborations across industry, academia and internationally with other brigades and institutions. This way we can be assessing the legislative framework we operate in and whether the environment it provides is within the capabilities of the brigade. When it isn't then LFB must lobby to change that environment or its capabilities. It's important to note that fire safety is always changing as new things come into our daily lives so we must always be looking forward.” (Member of LFB Staff)

COMMENTS ON THE LFB

“Just a quick note to say thank you for the recent Eid Event. It brought the community and the LFB together in a wonderful way. Building trust, tolerance and greater levels of respect and understanding for both the work of the LFB. does and also the community it serves” (Member of the Public)

“The fires of July the 19th just goes to show what a fantastic service you provide” (Member of the Public)

“Firemen are heroes who deserve to be supported with a meaningful pay rise. They are currently facing a real term pay cut of £5000 over the last ten years and this is only going to get worse given the current climate.” (Member of the Public)

“The fire service is excellent as it is and I've never been anything other than impressed by their response. We are very fortunate that they are always there when we need them.” (Member of the Public)

“They do a dangerous, magnificent job in spite of the insane cuts to their funding. This must be stopped and more funds must be given.” (Member of the Public)

“I have great faith in and high regard for firefighters. I would like assurances that fire policy is free from political interference and grandstanding.” (Member of the Public)

“The feedback and community engagement I have received has highlighted the great respect we currently have in the community. I am proud of the fact that we are the one emergency service that will always attend an incident if people are in need. The LAS and Police are overstretched while we seem to have an amount of capacity. Please do not let the fire service fall to the levels of the other services. We have made great strides in diversity and inclusion and we need to show the community that we value this and benefit from it. Please do not forget the majority of the workforce though. We rightfully celebrate International Women's Day but International Men's Day has been ignored. For too long being male and being mostly white has been a stigma in the Brigade. Let us recognise and celebrate the whole workforce.” (Member of LFB Staff)

“We are trusted in the community and looked upon as a good service. I honestly believe the reputation of the LFB is still very high.” (Member of LFB Staff)

3. FINDINGS FROM ANALYSIS OF CONSULTATION RESPONSES: SUMMARY OF ORGANISATIONAL RESPONSES

15 responses to the consultation were received as the official response sent on behalf of an organisation. 9 were sent by email and 6 using the survey template. As noted in the methodology section of this report, these responses are summarised individually here.

The following 9 responses were submitted on behalf of organisations, using a freeform response rather than the survey template, including emails and letters.

Organisation: London Assembly Liberal Democrat Group

Description: Response on behalf of the Liberal Democrat Group on the London Assembly and as a member of the London Assembly’s Fire, Resilience and Emergency Planning Committee

Sentiment

- They supported the approach taken to creating the draft CRMP – however they have concerns about delays in the process to date and warn against any further delays.
- They supported the Key Performance Indicators listed, the 4 key pillars and the 8 general commitments of the CRMP and voiced support that the plan “outlines comprehensively the main risks the LFB need to prepare for”.
- They welcomed the focus on building safety.
- They supported commitments to achieve a diverse and representative workforce. “I recently attended a fantastic event organised by the LFB at the East London Mosque which was aimed at engaging Muslim women in the work of the LFB. I want to praise the LFB for the collaborative way it has worked with me on this issue. Involving Assembly Members and other local stakeholders in these events in the way in which the LFB has been doing is not just informative but helps to bring genuine change.”

Suggested Areas for Improvement

- They would like to see a greater focus on UK and international learning from terror-related risks and incidents to ensure LFB “have an approach informed by the latest developments internationally.”
- They would like to see acknowledgement of increased levels of working from home following COVID-19 pandemic, such as how to deal with risks from unattended office space and fire safety and risk assessment for individuals working from home.
- They made a request for greater focus on a flood strategy and more detail on how this will be delivered operationally, including specific KPIs and actions around outreach.
- With regard to building safety, in addition to the welcomed focus on high rise buildings, they would like to see more acknowledgement of the risks in medium and low-rise buildings. They want “to see more information and detail on how the LFB will be monitoring and working to understand changes in the built environment and changes to which buildings are posing the most significant threat over the life of this Plan”, and to change KPIs to reflect the “continuous review of which buildings are classed as high-risk, depending on how the Building Safety Crisis and action to remediate buildings develops.” They would also “welcome information on how the LFB will be working with the new Building Safety Regulator in this area, ensuring you continue to have the best and most up-to-date picture of building safety across London so you can consider fire risk.”
- With regard to the impact of the Fire Safety Act (2021), they would like to see LFB commit to “information sharing and highlighting these new rules” in order to “help encourage those RPs (responsible persons) who are failing to fulfil their statutory duties” and for LFB to commit to promoting the new unlimited fines for certain breaches of the Act.
- They would like to see more detail on what LFB is planning to do with regard to Personal Emergency Evacuation Plan (PEEPs) for disabled people living in high-rise blocks, as recommended in the Grenfell Tower Fire Report (2019).

- They advocated the inclusion of specific commitments regarding lithium-ion batteries (including for e-scooters and e-bikes), including LFB working with employers, landlords and others to make Londoners aware of the fire risks; with boroughs, housing associations and other housing providers to ensure there is proper safety advice about storage and charging; and lobbying Government “to ensure specific reference to the storing and charging of e-bikes and e-scooters is made in the update of the Fire Safety in Purpose Built Blocks of Flats guide”.
- They would welcome the addition of in a commitment or target to ensure LFB’s cadet programme is also reflective of London.
- They would like to see much greater detail provided in the CRMP on how community engagement will be ongoing and proactive, as opposed to re-active”, through an outreach plan for long-term engagement and embedding LFB within communities across London, religious communities and places of worship.
- They would like to see specific “mention of improving and developing the provision of materials in languages other than English” provided in a number of formats across the LFB’s media channels, and in promotional adverts and materials recruiting for vacancies.
- They would welcome the inclusion of a commitment for greater engagement with local politicians, including training “for councillors so they can more effectively support residents in raising issues when joining fire risk assessments and audits in their ward”.

Organisation: New Addington Pathfinders

Description: A local resident-led group

Sentiment

- They supported the focus that the CRMP has on “building trust and better preparedness for fires in high rise blocks”.
- They made an offer of working together with LFB going forwards to implement community engagement goals.

Suggested Areas for Improvement

- They would like LFB to reinstate their inclusion in relevant notifications as their Facebook page reaches over 17,000 local residents.
- They voiced their concerns about young people and the prevention of arson through reinstating schemes such as Crossfire and Fire Safety Challenge - “As residents, we would love to see these projects resurrected, and welcome regular community engagement back again.”

Organisation: Action Disability Kensington and Chelsea (ADKC) – Access Group

Description: An organisation with approximately one thousand members, which is run and controlled by local disabled people. Their Access Group works and campaigns to make the borough and society fully inclusive of disabled people and a more accessible place for everyone.

Working Together

They offered to work together with LFB going forwards on these plans.

Suggested Areas for Improvement

They provided suggestions to help mitigate against the risk disabled and elderly people and their families are exposed to in terms of the danger of fire and not being able to properly deal with daily tasks and routines:

- They wanted to see full consideration of LFB’s Equality Impact Assessment findings with their CRMP.
- They would like to see improved access to LFB services for disabled people, to include smoke alarm installation, home fire safety visits, safe storage of wheelchairs, home adaptations etc.
- They made a call for greater awareness-raising, training and prevention activity with key groups, such as “carers’ organisations, health and social care providers, Day centres, statutory and voluntary bodies, vulnerable groups, residents’ associations, housing associations, etc.”

- They put forward a request to improve signage and accessibility of fire assembly points and support/assistance, regarding evacuation procedures for disabled/elderly people and their families.

Organisation: Heathrow Airport Limited

Description: Heathrow Airport Limited (“Heathrow”). This is a joint response and is provided by both the Head of Fire Safety and the Airport Chief Fire Officer.

Sentiment

- They welcomed “the opportunity to respond to this consultation and continues to value the close relationship it has with LFB both in operational planning and response terms as well as in respect of its fire protection enforcement role.”
- They re-affirmed their offer to work with LFB as a “willing partner and/or location to research or trial any of its new operational or organisational practices or to assess their effectiveness.”
- They welcomed the focus on building complexity and density

Suggested Areas for Improvement

- They felt the CRMP only provides limited information in detail on services LFB commits to provide or risks it perceives to be most relevant and are concerned that the document’s “focus on ‘Londoners’ throughout the draft plan can cause it to be interpreted as a document intended only for describing your communication and engagement intentions with the residential population of the capital rather than one intended for all users of LFB’s services.”
- With regard to assessment of risk, they suggested improving the measure for assessment of property or place led risks away from just the number of pumps used, to ensure “wider consequence” assessment to ensure that a relatively small or medium sized incident could be seen as important due to the impact it would have, for example a fire at “a major transport hub could have a major wider consequence effect on the capital or the UK as a whole.”² They also suggest a greater focus on “those Fire Service duty scenarios that are deemed high consequence but are low (or very low) in frequency”, and suggest that “effective operational pre-planning in its more complicated operational environments should carry greater attention” in the CRMP³.
- They felt that although the delivery plan is “the most useful in terms of how it sets out some more specific and tangible work streams for LFB now and in the future”, that it is too “organisationally internal in nature and so can again leave an external reader less informed about future plans.” They also request further information about Programme 3 (on page 11 of the delivery plan) as it develops.
- They stated that fire protection and enforcement and operational appliance deployment require further detail in the CRMP.

Organisation: Merton Conservatives

Description: The Conservative Party Group for the London Borough of Merton

Sentiment

They offered general support for the CRMP, specifically welcoming “greater engagement with the community” and “improvements to the prevention, protection and response services”.

² They reference points C(i) and C(ii) from their (Heathrow) response to the 2021 LFB consultation

³ They reference section F from their (Heathrow) response to the 2021 LFB consultation

Organisation: Royal Borough of Greenwich

Description: The local authority for Greenwich

Sentiment

- They welcomed the opportunity to consult, and that local resident’s views are shaping the CRMP
- They reiterated that they are happy to continue to engage with the LFB going forwards – e.g. “We can support the LFB’s engagement with our tenants and leaseholders through our Tenancy Participation team, to raise awareness of and get feedback on matters that are important to them”

Suggested Areas for Improvement

- They highlighted the importance of engaging communities by working in partnership with social care teams within local authorities around risk assessments in supported living provision, identifying and risk assessing for mitigations residents who are hoarding or self-neglecting and offering employment opportunities to residents with Learning Disabilities and Autism.

Organisation: Ellie Reeves MP

Description: The office of the Member of Parliament (MP) for Lewisham West and Penge

Sentiment

- They showed general support for LFB’s consultation with communities.
- They welcomed the return of school visits and community walkabouts after COVID-19 pandemic restrictions.
- They supported adequate “investment in kit and equipment”.

Suggested Areas for Improvement

- They suggested building trust between communities and LFB could be further achieved through more clear and direct communication with communities “about what LFB is doing outside of emergency services” and “follow ups after LFB attend a scene ... ensuring lines of communication are always open for the public to ask questions or just give their thanks.” They suggest this could be achieved through greater use of social media and TV advertising.
- They would like to see greater wellbeing support for LFB staff – engaging with their community and receiving mental health support due to stress and trauma they experience.
- They would welcome “an independent body which holds LFB accountable... would speak volumes to the public and show that Londoners are at the heart of the service provided by their Fire Brigade Units.”

Organisation: Public Protection and Enforcement Committee of Bromley Council

Description: Response by Councillor Cartwright in his role as Chairman of the Public Protection and Enforcement Committee of Bromley Council

Sentiment

- They endorsed the Assessment of Risk policy document as “an acceptable, detailed document covering operational risk identification and analysis”, however this is tempered with the view that “there is no mention of how you intend to manage those risks either here in this policy document or in the main consultation report” and that in spite of “significant effort [being] put into trying to involve the local community in this consultation... resulting in only an extremely low number of responses.”

Suggested Areas for Improvement

- They gave an overall view that the CRMP “in no way represents a proper and effective risk management plan. It is simply a community relations exercise that does not address the crucially important operational risks (both known and emerging) which will be facing LFB in the forthcoming decade.” They felt that the CRMP currently is inadequate in “identifying, planning for, and managing risk”. To back this up, they highlighted a lack of focus on key operational risks facing LFB, including those identified in recent public enquiries (Grenfell Tower fire and the Manchester Arena bombing), and challenges over ongoing funding, including providing detail on “how the LFB will balance its budget in these financially difficult times and still provide an effective and fit for purpose operational service”, and operational effectiveness and operational personnel requirements, such as “numbers of front-line officers, operational training, or command officer competence”.
- They would like to see greater importance to be put on operational training, skills and competence, and quality assurance within the front-line service and competent leadership, including issues raised in the recently published Government White Paper on the future of the fire service which they feel are not addressed in the CRMP
- They gave feedback that measurement of success needs to be through “proper KPIs to measure actual operational performance, rather than the broad generalisations”.
- They would like to see much greater focus on the LFB’s statutory duties, namely, to provide both an efficient and effective operational fire service, and fire safety advice, guidance and enforcement, which they feel are lacking the current CRMP. They would also like to see the addition of relevant health & safety at work legislation to the priorities.
- They would like to see a greater focus on learning lessons from public inquiries and major incidents.
- They felt that the CRMP’s community commitments do not “align themselves with operational efficiency of the LFB”, including a lack of focus on LFB control and mobilising systems, which they feel are “crucial to public confidence and the efficiency of the LFB”.

Organisation: Fire Brigades Union

Description: The London Regional Executive of the Fire Brigades Union

Sentiment

- They supported the inclusion of performance metrics in the CRMP
- They supported EDI and “will continue to monitor fairness of application in how this is achieved”.
- They welcomed the focus on community trust, climate change and the built environment.
- They welcomed “the clarity around the number of pumps and stations which is a welcome line in the sand”.

Suggested Areas for Improvement

- They would like to ensure that performance metrics do not change over time and move towards a process driven way of working rather than one that acknowledges that organisations have to respond to “changes to industry, to society and to the jobs value in the eye of society” and that “targets cannot always be achieved for a host of reasons.”
- With regard to these metrics, they suggested that response times “should be measured from the time call is received at control”, stating that this is “a foundational issue around trust with the public”. They also feel that

the Home Fire Safety Visit (HFSV) checker “would be better to see a greater link between HFSV’s and dwelling fires, fire injuries and Fire deaths.”

- They wanted there to be acknowledgement that low pay “will and does affect our recruitment and retention” and that this results in many staff living outside of London which “impacts ownership” and how to “ensure cohesion within community” and that actions are added to better understand the problem and how to address this.
- They would like LFB to have an approach that explicitly works “toward the acceptance of high stress and acute experience being solely in the operational arena and not in the day to day running of a service” as they feel that this is not demonstrated in the CRMP. The further evidence this by stating that “the commissioner does not discuss additional resources which concerns us as the weight of attack is critical for the health and safety of our members with safe systems of work (SSOW) depending on the second and third appliance response times.”
- Although they welcomed clarity given around the number of pumps and stations, they felt they are “are currently unable to crew to these numbers” and wanted to understand how this target will be met going forwards.
- They would like to see “greater emphasis placed on the publics perceived risks” as “this is a psychological safety that we must not overlook.”
- They asked for clarity around some of the budget examples, case studies and figures used. Suggesting that “the [CRMP] document lacks an understanding around governance. Both internal governance and external scrutiny. This lack of detail cannot work towards accountability
- They suggested that FBU members would find the CRMP “hard to connect with in its current format” and that the delivery plan “feels altogether too complex and unreadable for many”, lacking detail on LFCs governance arrangements, giving no dates for project delivery, and not aligning the targets. They would “like to see the CRMP as it was intended which was to set standards as per the IRMP requirement”, also recommending that a “corporate plan” is needed to ensure its proper application.

The following 6 responses from organisations were submitted using the survey format. We have summarised these responses below:

Organisation: NHS England – London

Description: London regional of NHS England

Sentiment

Their response showed general support for the majority of proposals in the CRMP, with the exception of being “fairly dissatisfied” that the proposed allocation of resources will address risks in London. They did not feel there were any other risks or events that LFB need to prepare for. “LFB is already doing a lot to address risk in London, as part of the London risk assessment process. It is the unknown risks that pose the issue.”

They felt LFB’s proposed improvements would help to mitigate risks around the situation that “general low level fires are less frequent but bigger incidents are becoming more apparent and having a greater impact”.

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get the first fire engine to an incident within 6 minutes, on average
- To get the second fire engine to an incident within 8 minutes, on average
- To get a fire engine anywhere in London within 12 minutes, 95% of the time

With regard to removing the last of these targets from future plans, their response was to neither agree nor disagree.

Suggested Areas for Improvement

- They suggested that the Plan does not address “what LFB will do when it meets resource capacity limits, such as the recent major incident declaration, July 2022”.
- They would like to see more focus on ensuring that the CRMP is measurable in order to ensure LFB is meeting its commitments.

Organisation: Environment Agency

Description: The Environment Agency is a non-departmental public body, established in 1996 and sponsored by the United Kingdom government's Department for Environment, Food and Rural Affairs, with responsibilities relating to the protection and enhancement of the environment in England.

Sentiment

Their response showed general support for all proposals in the CRMP. They welcomed references to climate change in the CRMP and suggest that “addressing flooding will be prioritised well, especially with the new data regarding the issue.”

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get the first fire engine to an incident within 6 minutes, on average
- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get a fire engine anywhere in London within 12 minutes, 95% of the time
- To get the second fire engine to an incident within 8 minutes, on average

With regard to removing the ‘12 minute’ target from future plans, their response was “don’t know”.

Suggested Areas for Improvement

- They suggested that references to flooding are “too vague” and suggest that using phrases such as “‘Surface Water Flooding’ ‘Groundwater Flooding’ ‘Fluvial or Coastal Flooding’ could be more descriptive and emphasised as risks to London.” They go on to suggest that better links with communities and better partnership working “to identify specific risks to communities and working with Local Authority Emergency Planners will assist information in Multi-agency response plans to help prepare, act, respond and recover from incidents in a safer environment and co-ordinated response.” They would like to see more detail on how these ambitions will be achieved and prioritised.
- They suggested that as the London area covers a huge amount of risk, “ongoing review of risk assessments and prioritising risks due to current/potential hazards and threats will assist allocation of resource.”
- They suggested that there is benefit in LFB learning from ongoing reviews, ensuring lessons learned are put into practice, and sharing information with other Fire Brigades through initiatives such as the Joint Organisational Learning (JOL Online etc).

Organisation: Haberdashers’ Crayford Academy

Description: Haberdashers' Crayford Academy is a mixed secondary school and sixth form with academy status sponsored by the Worshipful Company of Haberdashers. It is located in the Crayford area of the London Borough of Bexley

Sentiment

Their response showed general support for the majority of proposals in the CRMP, with the exception of the following:

- They felt that developing a range of ways for Londoners to access non-emergency advice was “not very important”
- They stated that making fire stations welcoming, accessible places where people can come for guidance and support was “not very important”

- They said that ensuring LFB staff can easily identify needs of people using services and offer the right services and solutions was “not very important”
- They felt that evaluating which services deliver the most and least value to prioritise resources that make people safest was “not very important”
- They gave the opinion that delivering services in an environmentally sustainable way was “not very important”
- They were “very dissatisfied” that the proposed allocation of resources will address risks in London
- They were “fairly dissatisfied” that the proposed improvements to fire safety in buildings will address risk in London

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get the first fire engine to an incident within 6 minutes, on average
- To get the second fire engine to an incident within 8 minutes, on average
- To get a fire engine anywhere in London within 12 minutes, 95% of the time

With regard to removing the last of these targets (‘12 minute’) from future plans, their response was to neither agree nor disagree.

Suggested Areas for Improvement

- They expressed concerns about Government funding cuts impacting on the quality of frontline services, such as LFB. “The LFB do an amazing job and many people owe their lives to them, but the allocation of resources will never be adequate when there are simply not enough stations to go around.”
- They would like LFB to offer schools fire risk assessments on their buildings as they feel they cannot necessarily have as much trust in the private sector to perform this function.

Organisation: Bexley Deaf Centre

Description: The Bexley Deaf Group is a registered charity responsible for the management of Bexley Deaf Centre which aims to provide information, education and support for Deaf people in Bexley enabling them to enjoy the same quality of life as those with normal hearing. It aims to make a difference to the lives of Deaf people through encouragement and empowerment to live independent lives whilst also increasing Deaf Awareness wherever possible.

Sentiment

Their response showed general support for all proposals in the CRMP. Their response was undecided about whether they agree that the proposed provision of information would provide a way for the public to see if LFB are meeting their commitments.

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get a fire engine anywhere in London within 12 minutes, 95% of the time
- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get the second fire engine to an incident within 8 minutes, on average
- To get the first fire engine to an incident within 6 minutes, on average

With regard to removing the first target (‘12 minute’) above from future plans, their response was to “strongly agree”⁴.

⁴ Note: This implies that they may have misinterpreted the ranking exercise re response time targets, giving 4 to their highest priority and 1 to their lowest priority

Suggested Areas for Improvement

- They emphasised the challenge of engaging with all communities across London and suggest that “working closely with the voluntary sector will be the key to success with this as these organisations already have really good links within these communities.”
- They would like to see more detail about how things would be made safer for the deaf community, and specifically would like to see information from LFB available in British Sign Language (BSL), referencing that the BSL Act, which has now been passed in Parliament, will mean LFB should be “considering this in more detail when setting out any future policy.”

Offer of support

“We would be more than happy to help with any advice or deaf awareness to LFB going forward. We have a history of working closely with our local stations and crews which have proved to be very successful, and we would like to work closely on this with you to help you to achieve your goals and strategy going forward.”

Organisation: Justice 4 Grenfell

Description: Justice4Grenfell (J4G) is a community-led organisation, focused on the long-term goal of obtaining justice for the bereaved families, survivors, evacuated residents and the wider local community, collaborating with representative organisations.

Sentiment

Their response showed general support for all proposals in the CRMP, stating that “the plan will begin to build greater public confidence” and that it “sets out real change and it is clear that great consideration has been given to previous experience and lessons learnt.”

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get the first fire engine to an incident within 6 minutes, on average
- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get the second fire engine to an incident within 8 minutes, on average
- To get a fire engine anywhere in London within 12 minutes, 95% of the time

With regard to removing the last target (‘12 minutes’) from future plans, their response was to “strongly agree”.

Suggested Areas for Improvement

- They were concerned about how public spending cuts will affect the services LFB can offer and want the plan to set out “what has been identified as lesser priority if resources were to be cut.”
- They suggested that LFB will need “political will and government policy changes to support its delivery.”
- They would like to see community engagement made into a measurable performance objective for all LFB personnel.
- They felt KPIs for LFB should also include qualitative ones as well as statistical ones.
- They would like to see information from LFB made available in the full range of languages used by London’s communities

Organisation: Florence Road Residents' Group

Description: A Residents' Group for people living on Florence Road, Lewisham, London SE14

Sentiment

Their response showed general support for the majority of proposals in the CRMP and suggest that it covers the major risks faced, and "if all are addressed it will make a far safer London." They supported the overall approach, saying that "improving safety, listening to residents' concerns and ideas, working with other groups and increasing diversity in the force are all good plans for the future."

However they felt the following points were "not very important":

- Collecting information from social media to understand Londoners' views of services to help improve them
- Increasing awareness of services offered and ways to reach LFB

Their response showed that they were generally undecided about the following proposals:

- To improve recruitment and retention to ensure workforce reflects the city's diversity
- To increase talent and diversity of our workforce to help shape LFB culture
- To improve staff wellbeing and be inclusive of diverse needs
- To prioritise staff health and safety and support staff throughout their careers
- To improve team working and reduce duplication for more efficient delivery
- To invest in latest office technology to deliver better quality services and solutions
- Whether the plan will strengthen LFB leadership on equality and diversity

Q19 & Q20 Response Target Priority

They organised response target priorities in the following order, with the most important first and least important last:

- To get the first fire engine to an incident within 6 minutes, on average
- To get the second fire engine to an incident within 8 minutes, on average
- To get a fire engine anywhere in London within 10 minutes, 90% of the time
- To get a fire engine anywhere in London within 12 minutes, 95% of the time

With regard to removing the last target (above) from future plans, their response was to "strongly agree".

Suggested Areas for Improvement

They would like to see "more community days. more visibility. We were lucky enough to get the opportunity to speak to fire personnel in our recent street party. More please!"

4. RESPONDENT DEMOGRAPHICS

The London Fire Brigade received a total of 2,239 responses to the consultation, consisting of:

- 1,339 members of the public (60%)
- 837 members of the London Fire Brigade (LFB) staff (37%)
- 48 people who preferred not to say whether they were public or staff (2%)
- 15 who responded on behalf of an organisation (1%)

Demographic questions, unless otherwise stated, were asked only on the survey platform hosted by Talk London and on the paper surveys, therefore demographic numbers almost exclusively represent members of the public and those who preferred not to say what type of respondent they were.

4. 1 Sex and gender

Not including those who selected “prefer not to say” or who didn’t provide an answer, 50.2% of respondents were female and 49.0% were male. This is very close to the 2021 census figures for London, wherein 51.5% were female and 48.5% male.

In addition, 50% stated their gender as “man” and 48% as “woman”, with 2% stating “other”.

90% of respondents said 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.

Sex	Number	Percentage of total responses
Female	483	50.2%
Male	472	49.0%
Other	8	0.8%

Gender	Number	Percentage of total responses
Woman	523	48.4%
Man	540	50.0%
Other	18	1.7%

Is your gender the gender you were assigned at birth?	Number	Percentage of total responses
Yes	926	90%
No	10	1%
Prefer not to say	93	9%

4.2 Ethnicity

Over half of respondents identified as British (60%), with the remaining 40% spread across a range of different ethnicities as set out in the table below:

Ethnicity	Number	Percentage
English / Welsh / Scottish / Northern Irish / British	595	60.5%
Any other White background	127	12.9%
Irish	44	4.5%
Any other ethnic group	36	3.7%
Indian	27	2.7%
Any other Mixed / Multiple ethnic background	23	2.3%
African	22	2.2%
White and Asian	19	1.9%
Caribbean	17	1.7%
Chinese	13	1.3%
Bangladeshi	12	1.2%
White and Black Caribbean	11	1.1%
Any other Asian background	9	0.9%
Any other Black / African / Caribbean background	8	0.8%
Pakistani	7	0.7%
White and Black African	5	0.5%
Arab	4	0.4%
Gypsy or Irish Traveller	3	0.3%
Latin American	2	0.2%

Note: the 2021 Census data on ethnicity is not due to be published until later in 2022, therefore we do not have recent data with which to make a comparison.

4.3 Religion

A third described their religion as Christian (34%) and 23% said they had “no religion”. All other faiths and beliefs stated by respondents added together registered 30% of the total responses, with 14% choosing the “prefer not to say” option.

Faith or Belief	Number	Percentage
Christian (including Church of England, Catholic, Protestant, all other Christian denominations)	84	33.6%
Jewish	42	16.8%
Muslim	16	6.4%
Spiritual	8	3.2%
Hindu	3	1.2%
Sikh	2	0.8%
No Religion	57	22.8%
Any Other Religion	3	1.2%
Prefer Not To Say	35	14.0%

Note: This question was only asked of those who responded to the paper survey, hence the total number of respondents is somewhat lower than the number of respondents as a whole (n=250).

4.4 Health problems and disabilities

Just over 1 in 5 respondents (21%) reported that their day-to-day activities were limited because of a health problem or disability.

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?	Number	Percentage of total responses
No	763	73.3%
Yes, limited a little	155	14.9%
Yes, limited a lot	59	5.7%
Prefer not to say	64	6.1%

4.5 Sexuality

The majority (70%) of respondents described their sexuality as heterosexual or straight, with 10% describing themselves as gay, lesbian or bisexual.

Sexuality	Number	Percentage of total responses
Heterosexual	727	70.0%
Prefer not to say	184	17.7%
Gay or lesbian	57	5.5%
Bisexual	49	4.7%
Other	21	2.0%

4.6 Age Group

Most respondents (62%) were 45 and older and, in general, we heard from a much smaller percentage of people aged under 25 compared to the overall London population. Other age groups, however, are either fairly closely represented or over-represented.

Age Group	Number	Percentage of responses	of London	Difference
16-24	33	3.2%	15.0%	21%
25-34	160	15.3%	22.1%	70%
35-44	200	19.2%	19.5%	85%
45-54	218	20.9%	16.2%	121%
55-64	189	18.1%	12.7%	152%
65+	243	23.3%	14.5%	179%

4.7 Housing Type

Over a third of respondents (38%) described themselves as living in a flat or maisonette, while just under a quarter (24%) lived in a terraced house and around one-fifth (20%) 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	252	24.1%
Flat/maisonette in a purpose-built block which has six or less floors	223	21.3%
Semi-detached house	208	19.9%
Detached house	92	8.8%
Other type of flat (for example, one which was not purpose built)	89	8.5%
Flat/maisonette in a purpose-built block which has seven or more floors	87	8.3%
Prefer not to say	52	5.0%
Bungalow	26	2.5%
Static caravan / mobile home / trailer	17	1.6%

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
Being bought on mortgage	333	30.1%
Owned outright	332	30.0%
Rented from private landlord	184	16.6%
Other	116	10.5%
Rented from local authority	71	6.4%
Rented from housing association	71	6.4%

4.9 Borough of Residence

Responses were received from a large number of London boroughs and other areas, as set out in the table below. In five boroughs (Barking and Dagenham, Brent, Enfield, Harrow and Redbridge) response numbers were less than half the number we would hope to see as a proportion of all responses based on their population size. In contrast, some areas – for example, City of London, Barnet, and Richmond upon Thames – were over-represented.

Area of Residence	Number	Percentage of responses	London population	Proportion vs population
Barking and Dagenham	12	1.2%	2.5%	48%
Barnet	117	11.7%	4.4%	263%
Bexley	31	3.1%	2.8%	110%
Brent	17	1.7%	3.9%	44%
Bromley	42	4.2%	3.8%	112%
Camden	19	1.9%	2.4%	79%
City of London	6	0.6%	0.1%	612%
Croydon	39	3.9%	4.4%	87%
Ealing	40	4.0%	4.2%	96%
Enfield	13	1.3%	3.8%	35%
Greenwich	36	3.6%	3.3%	109%
Hackney	28	2.8%	2.9%	95%
Hammersmith and Fulham	23	2.3%	2.1%	110%
Haringey	28	2.8%	3.0%	93%
Harrow	14	1.4%	3.0%	47%
Havering	24	2.4%	3.0%	80%
Hillingdon	22	2.2%	3.5%	63%
Hounslow	32	3.2%	3.3%	97%
Islington	24	2.4%	2.5%	97%
Kensington and Chelsea	22	2.2%	1.6%	134%
Kingston upon Thames	25	2.5%	1.9%	130%
Lambeth	32	3.2%	3.6%	88%
Lewisham	38	3.8%	3.4%	111%
Merton	15	1.5%	2.4%	61%
Newham	28	2.8%	4.0%	70%
Redbridge	11	1.1%	3.5%	45%
Richmond upon Thames	71	7.1%	2.2%	319%
Southwark	59	5.9%	3.5%	168%
Sutton	15	1.5%	2.4%	63%
Tower Hamlets	37	3.7%	3.5%	105%
Waltham Forest	20	2.0%	3.2%	63%
Wandsworth	27	2.7%	3.7%	72%
Westminster	32	3.2%	2.3%	137%

4.10 Working Status

Over half respondents stated that they were working full time (53%), while 16% said they were retired.

Working Status	Number	Percentage of total responses
Working – Full time (30+ hours)	595	53%
Not working – retired	219	19%
Working Part time (9-29 hours)	99	9%
Other	85	8%
Unemployed	44	4%
Not working – disabled	32	3%
Not working – looking after house/children	21	2%
Student, with some part time work	17	2%
Student, without any part time work	13	1%

4.11 Marital Status

Just over a third of respondents stated they were married (36%), with just over a quarter saying they were single (27%).

Marital Status	Number	Percentage of total responses
Married	91	36.3%
Single	68	27.1%
Prefer Not To Say	35	13.9%
Widowed	22	8.8%
Divorced	19	7.6%
Separated	9	3.6%
Civil Partnership	6	2.4%
Other	1	0.4%

Note: This question was only asked of those who responded to the paper survey, hence the total number of respondents is somewhat lower than the number of respondents as a whole (n=250).

ANNEX A: Description of Thematic Analysis

Thematic analysis is a simple and flexible form of qualitative analysis that is commonly used in social research. 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. 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 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

ANNEX B: List of organisations that responded to the consultation

15 respondents identified that they were responding on behalf of an organisation:

1. London Assembly Liberal Democrat Group
2. New Addington Pathfinders
3. Action Disability Kensington and Chelsea (ADKC) – Access Group
4. Heathrow Airport Limited
5. Merton Conservatives
6. Organisation: Royal Borough of Greenwich
7. Ellie Reeves MP
8. Public Protection and Enforcement Committee of Bromley Council (Councillor Cartwright, Chair)
9. Fire Brigades Union
10. NHS England – London
11. Environment Agency
12. Haberdashers Crayford Academy
13. Bexley Deaf Centre
14. Justice 4 Grenfell Campaign
15. Florence Road Residents Group, Lewisham

ANNEX C: Comments related to Aerial Appliances

A number of responses also made mention of aerial appliances. Although this was outside the scope of this consultation, we have collated the main comments relating to this here.

“Specifically on the topic of Aerial Appliance arrangements, we feel that option 1 of the 3 is the most evidence based decision and presents the clearest case for basing these where there is the greatest level of risk. We would suggest that consideration be given to where the newest buildings are as these may be the safest as well as considering the impact of frequently moving on a regular basis where the ladders are based unless this is your intention with consultation.” (Organisation)

“Regarding the issue of consulting the public on Aerial Ladders and their deployment, this is not a matter for the local community to decide. It is clearly the sole responsibility of a Commissioner/Chief Fire Officer and their professional judgement, as to the most operationally effective positioning of these highly specialist units. To allow the general public an opportunity to decide where fire appliances, of any type, are stationed is, in my opinion, extremely unwise and could even be construed as an abrogation of professional responsibility. In any case, positioning and deployment of resources must be dynamic and flexible to cater for ever-changing risk factors.” (Organisation)

“More aerial appliances are needed, and current aerial appliance allocations should be considered. 42m TLs or 45m ALPs would be incredibly useful, higher and more capable than 32m TLs and less cumbersome than 64m TLs. These ‘mid height’ aerials would be useful in medium risk areas for high rise incidents, such as Brent, Islington and Haringey to name a few. Higher risk boroughs such as Tower Hamlets and Newham should have 64m TLs reallocated to stations in those boroughs. Why was Plaistow aerial ever removed? Areas such as the far Southeast boroughs like Bromley and Bexley also lack aerial cover, as well as Croydon, which also desperately needs an aerial. Forest Hill and Greenwich’s aerials are not well-distributed; they are close together and leave the areas I have mentioned without cover. Hayes and Dagenham’s aerials are also not very well allocated, and are not utilised very much in comparison to the busier aerials, which is a gross insult to residents of the East End who also lack a nearby aerial. The City and Canary Wharf also lack aerial cover. Poplar, Shoreditch and Plaistow should look at receiving aerials, with at least one of them being 64m. Croydon, Bexley and Bromley also need aerials, whether they are extra aerials or re-allocated ones. Some stations such as Tottenham, Wembley, Paddington and Forest Hill would benefit from taller aerials. Other specialist appliances such as Hose Layers and Foam Units are not well allocated, and their allocations are based on allocations from the 80s and 90s when more stations had such appliances, making the distribution of these appliances better. They have now congregated to the East and West of London, leaving areas such as North London without such appliances. Southgate, Edmonton and Finchley could benefit from Hose or Foam units. Why did Finchley’s Foam Unit move to Harrow, a station so far away from anything that there is little point in having such appliances there?” (Member of the Public)

“The fact that Southwark has over 500 high-rises yet there is a suggestion to lose the big ladder is beyond me!” (Member of the Public)

"More aerial appliances are needed to ensure you keep up with the developing landscape in London (i.e., high rise buildings)." (Member of the Public)

"The presumption of no change to numbers of stations and appliances is too rigid when quite possibly there will be need for more to reduce risk, especially as London's population continues to grow, its building density (high rises) increases, and its street congestion gets worse. Maybe need for smaller appliances more widely distributed as first-responders (like on continent) and more aerial platforms for longer reach (high rises, but not only)." (Member of the Public)

“There has been an email proposing a review of Aerial Appliance Locations in response to Tower Hamlets residents’ concerns following the New Providence Wharf Fire. Why is this not included in the consultation and why isn't a 12th Aerial Appliance being purchased for the borough of Tower Hamlets in East London?” (Member of the Public)

“There is still an imbalance following the last round of station closures and a poor distribution of aerial appliances.” – (Member of LFB Staff)

“Return to the Aerial Target time commitments published in the 1st London Safety Plan, namely to have an Aerial Appliance attend an incident in Central London in 10 minutes and attend incidents in outer London within 20 minutes, which means maintaining an Aerial Appliance at Soho Fire Station and providing a new Aerial Appliance for the communities in the Borough of Tower Hamlets. There is no mention of the proposed Aerial Appliance location review consultation that is due to be published at the end of July.” (Member of LFB Staff)

“Given the upcoming review of the location of aerial appliances, given the number of high rise properties in Westminster and the challenging navigation around one way narrow streets, it would be important to maintain the current aerial appliance cover in the borough.” (Member of LFB Staff)

“I believe we need more aerial appliances to address the risk in London.” (Member of LFB Staff)

“Moving aerials to speed up response times makes sense.” (Member of LFB Staff)

“There is no mention of providing two new Aerial Appliances in the Boroughs of Tower Hamlets and Croydon. The Aerial Appliance at Soho Fire Station should be maintained and not moved.” (Member of LFB Staff)



LONDON FIRE BRIGADE

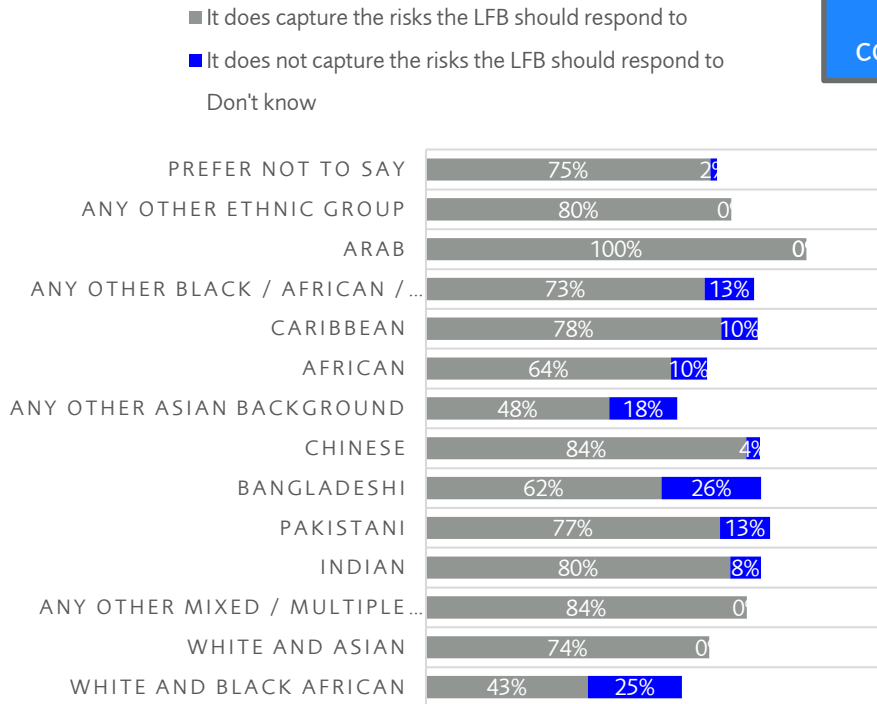
YouGov Your London Fire Brigade Results (Ethnicity and Age groups)

Appendix 4

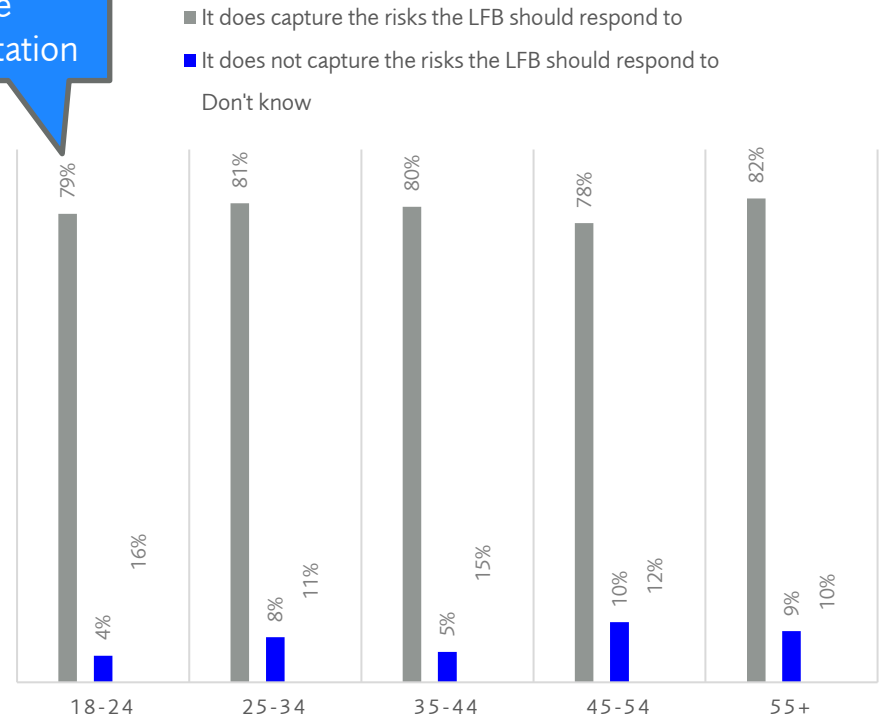
Overall, do you think that the above captures the risks that London Fire Brigade (LFB) should respond to?

18-25s were the age group we heard from the least in the consultation

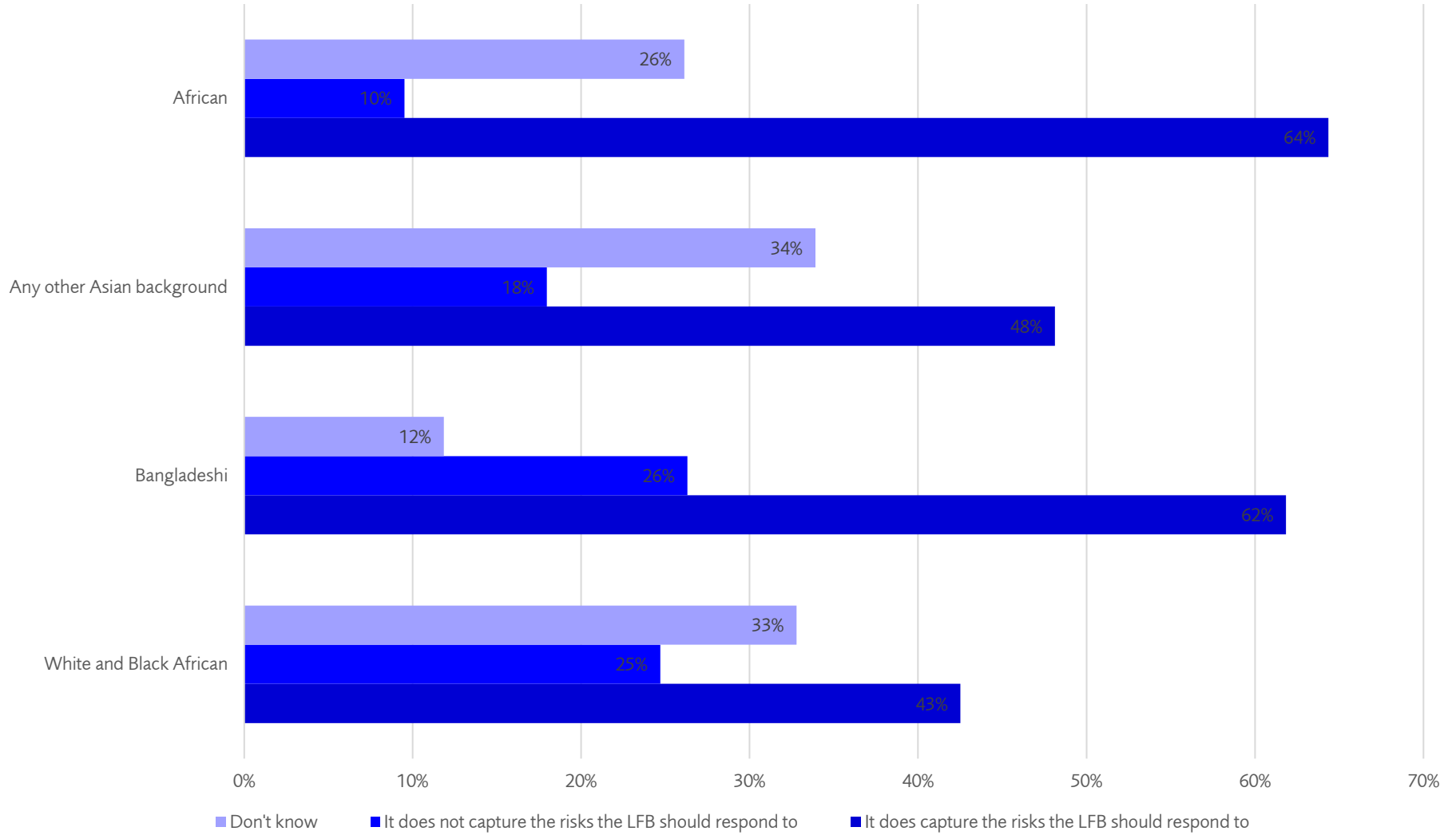
ETHNICITY



AGE



Under 70%



These groups all scored under 70% when answering favourably

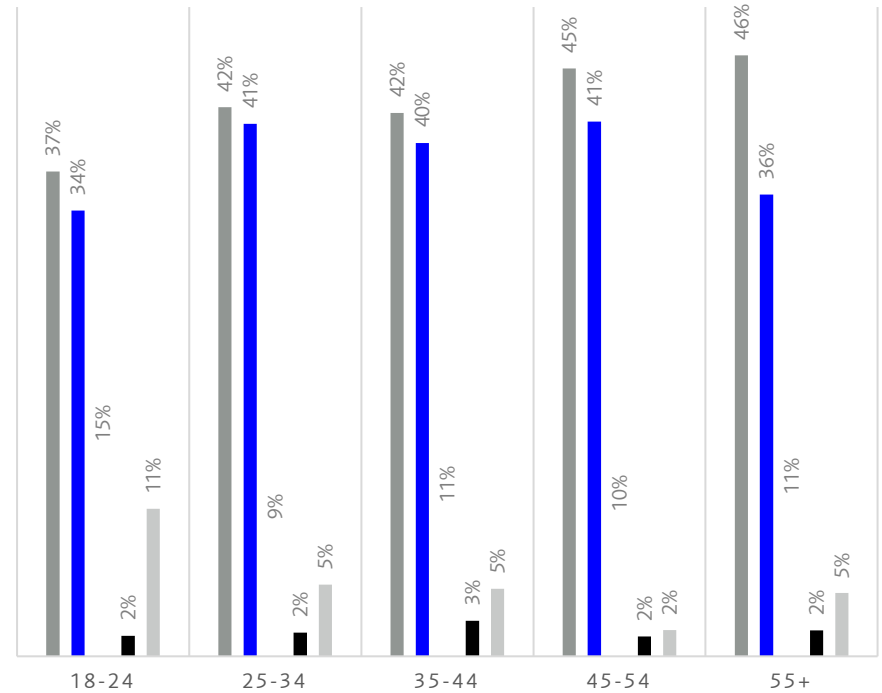
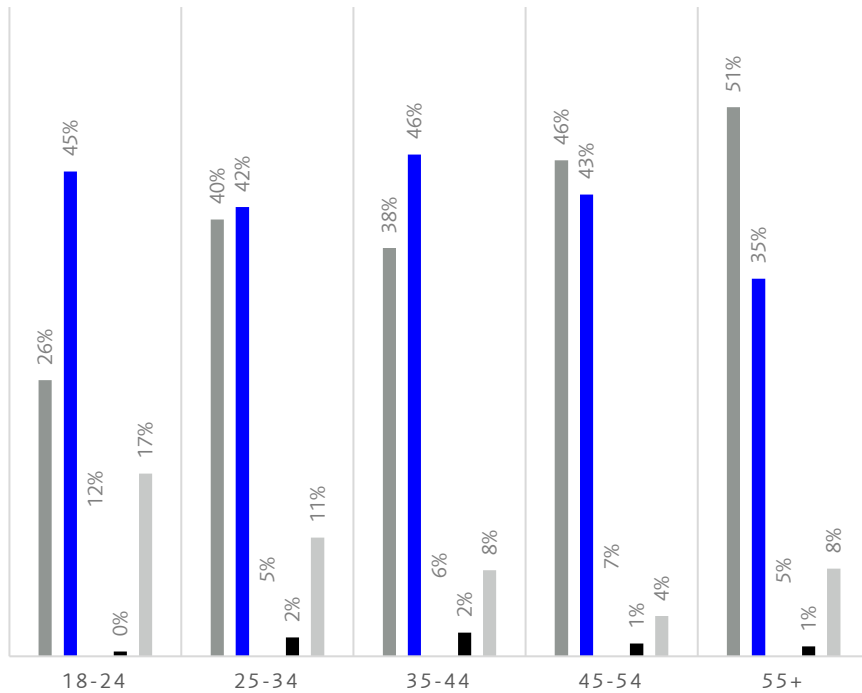
The plan sets out the actions London Fire Brigade will take to provide a service that meets the plans of your local area. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Great control and influence to meet needs of communities:

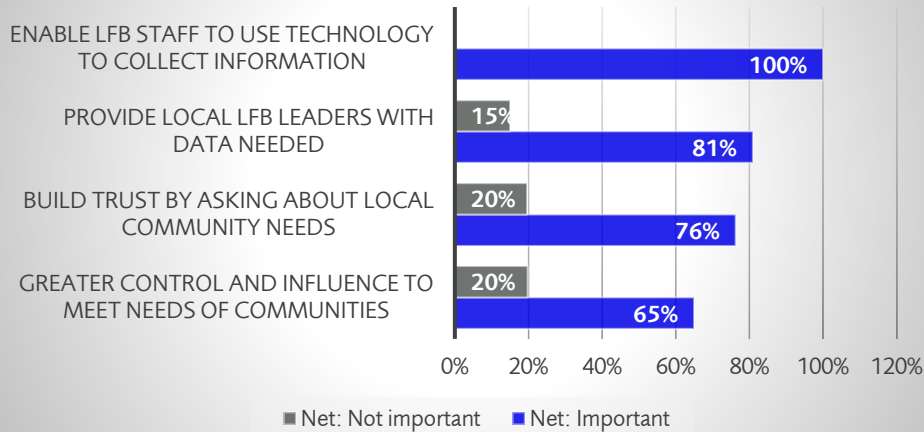
Build trust by asking about local community needs:

Very important
 Fairly important
 Not very important
 Not at all important
 Don't know

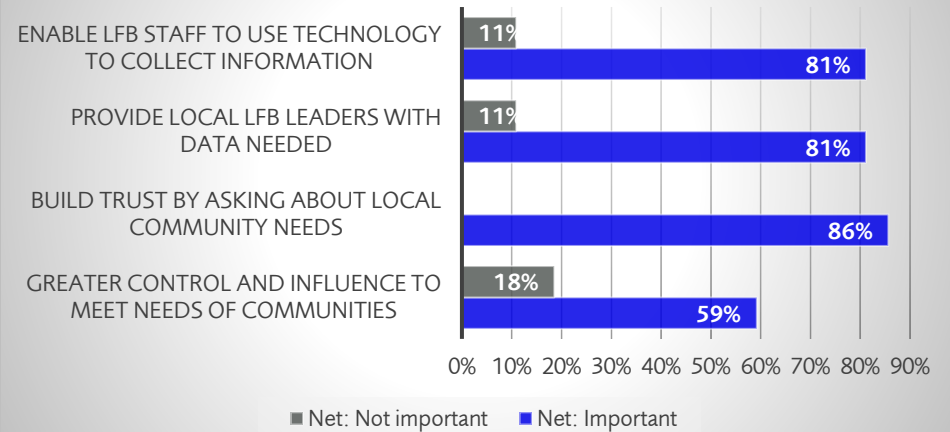
Very important
 Fairly important
 Not very important
 Not at all important
 Don't know



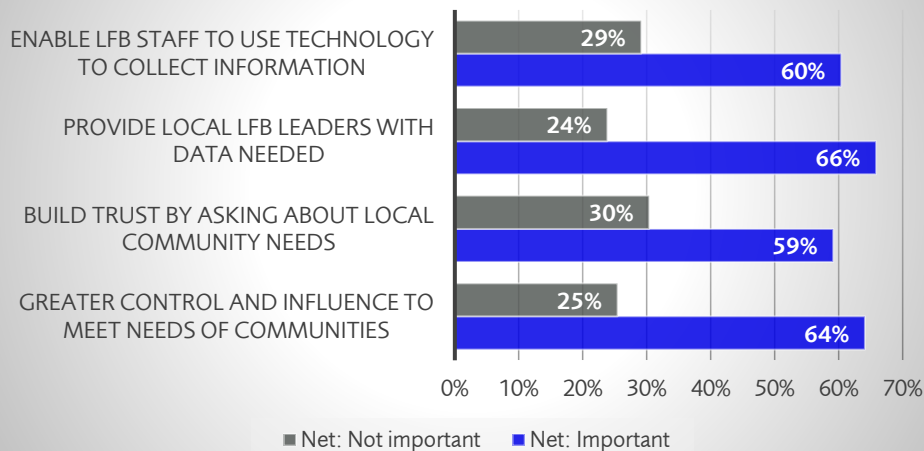
Irish



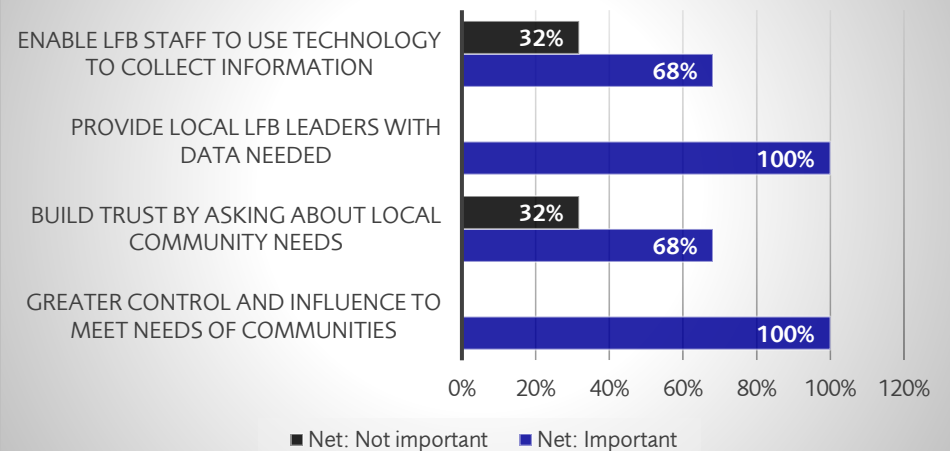
White and Black Caribbean



Any other Asian background

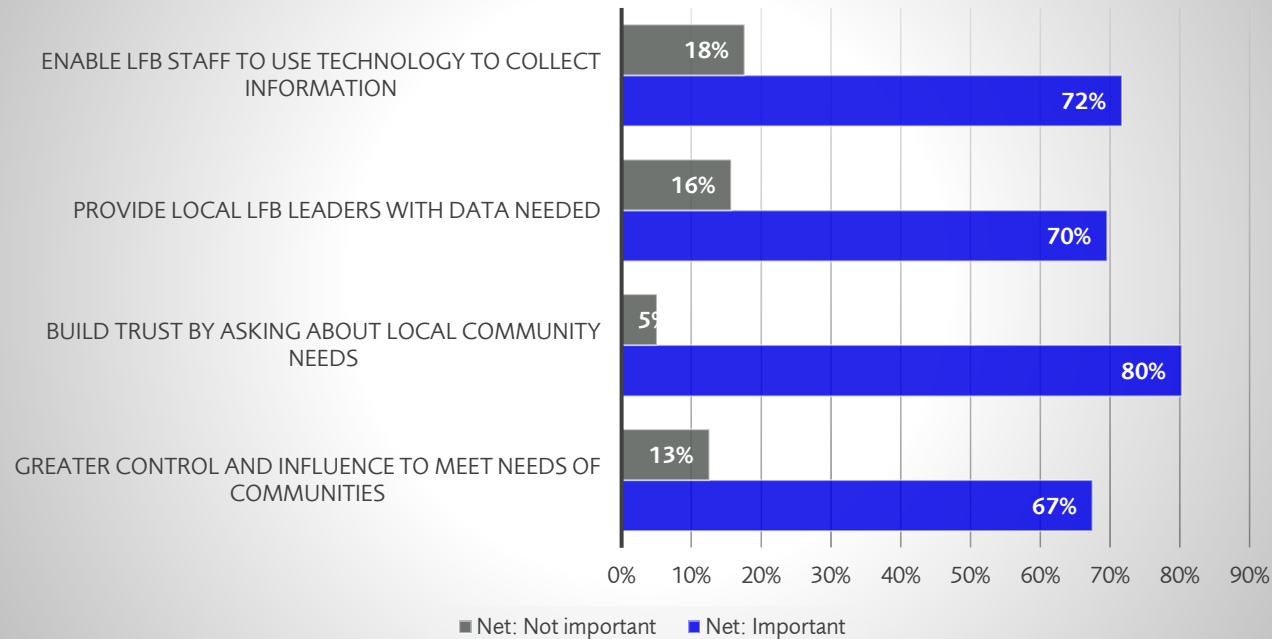


Arab



Ethnicity (in favour under 70%)

Any other ethnic group



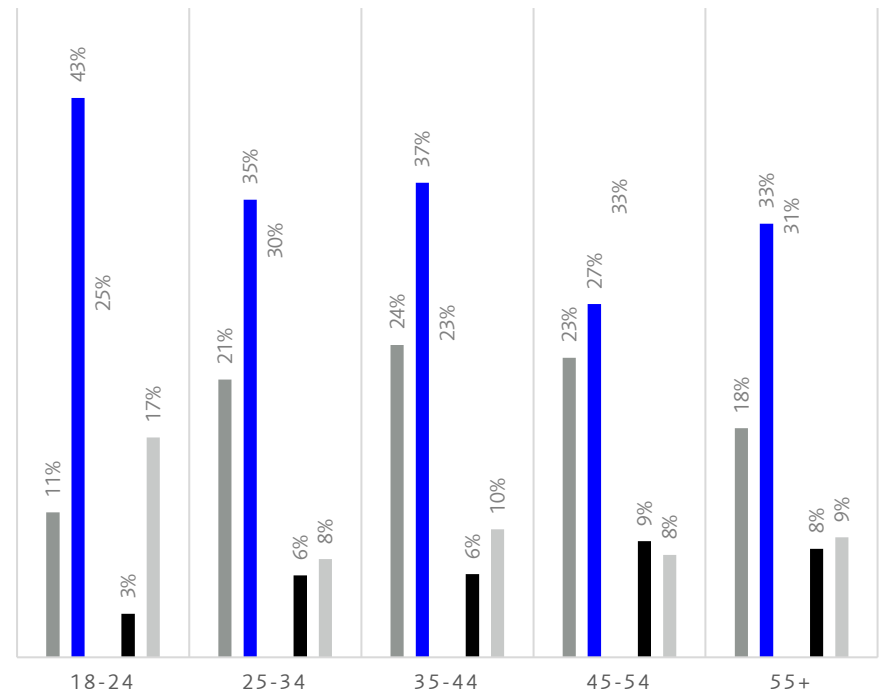
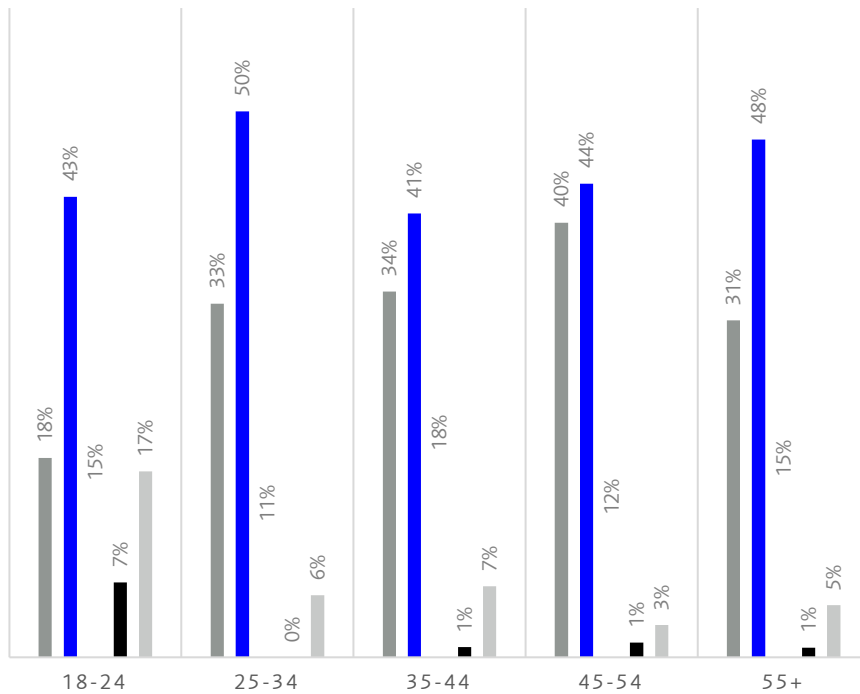
The plan sets out the actions London Fire Brigade will take to make it easier for you to access their services. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Non-emergency advice:

Collect information from social media:

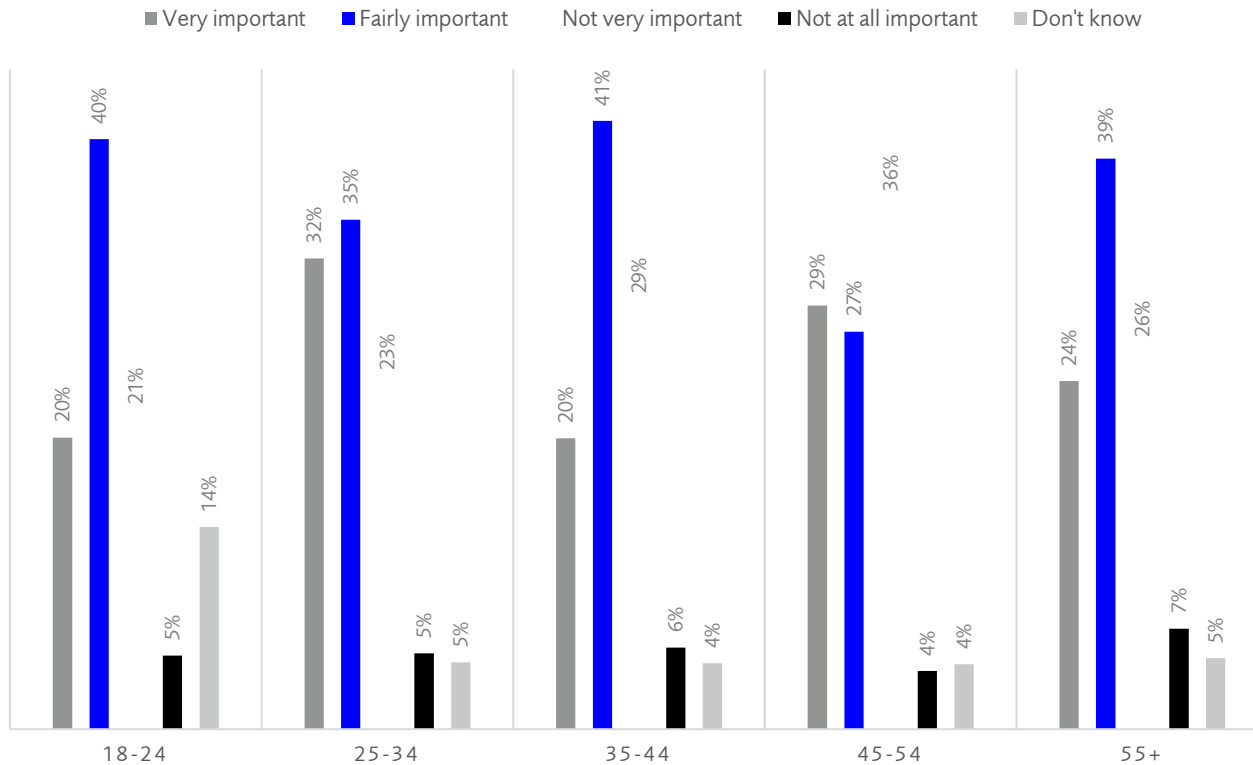
■ Very important
 ■ Fairly important
 Not very important
■ Not at all important
 ■ Don't know

■ Very important
 ■ Fairly important
 Not very important
■ Not at all important
 ■ Don't know



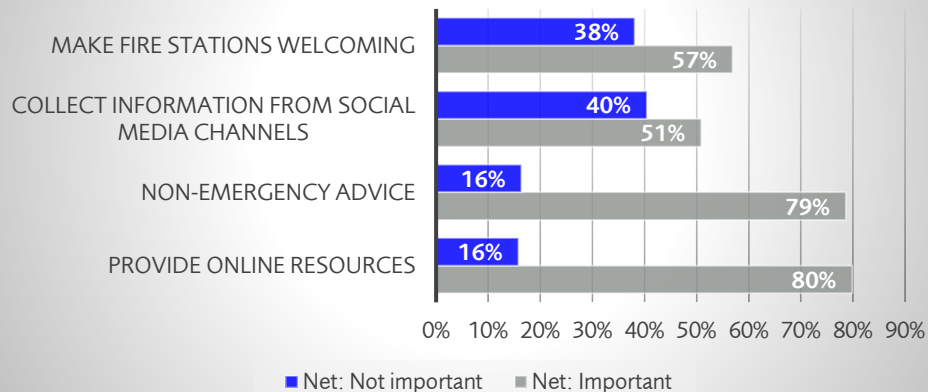
The plan sets out the actions London Fire Brigade will take to make it easier for you to access their services. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Make fire stations welcoming:

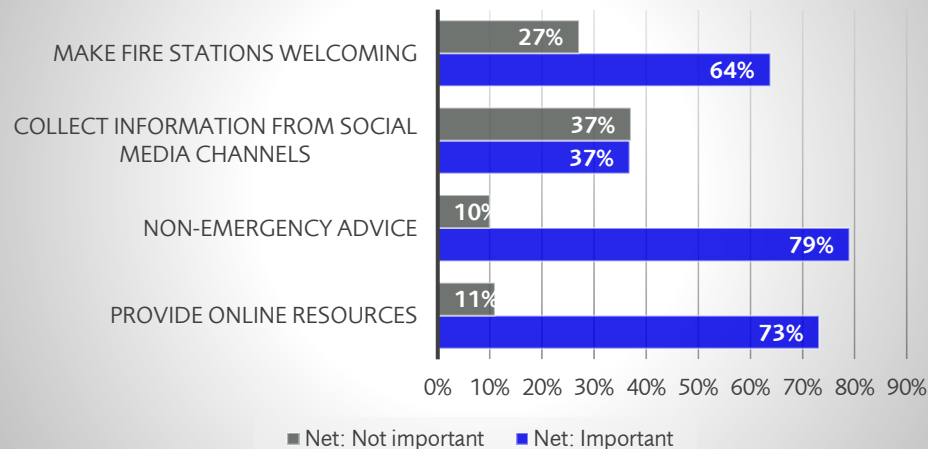


Out of the 108 18-25 participants, 60% felt this was important while 26% did not.

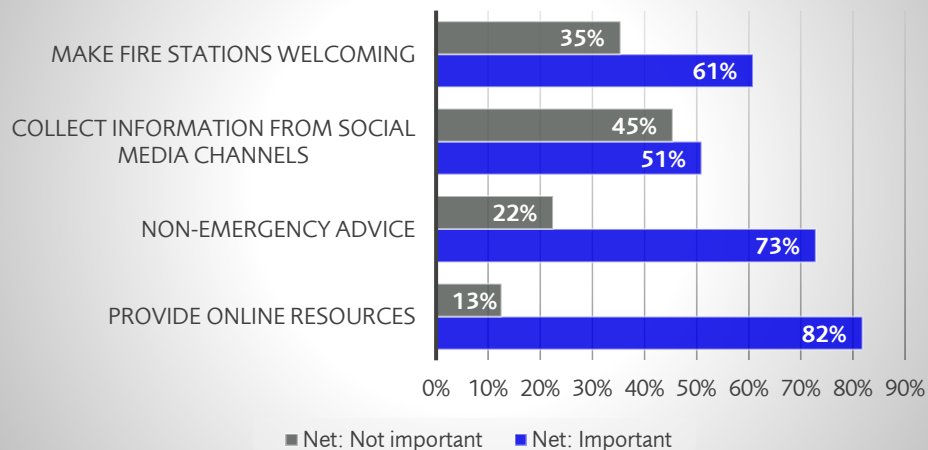
English/Welsh/Scottish/Northern Irish/British



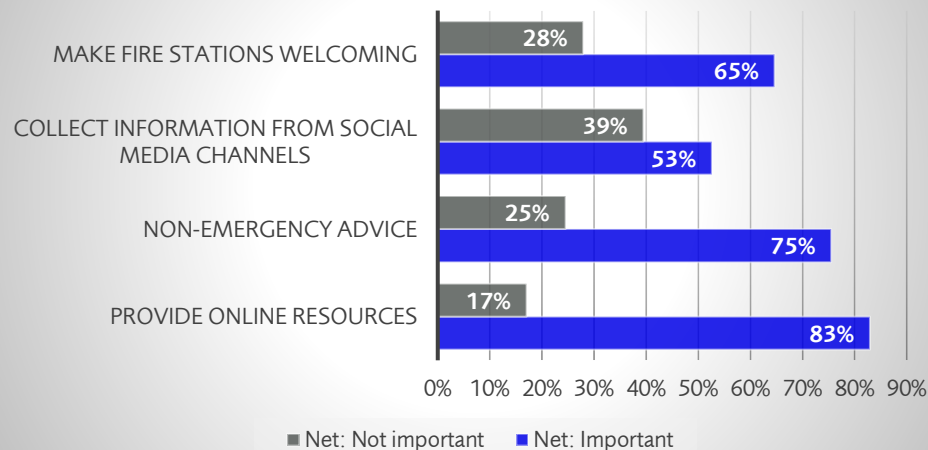
Irish



Any other White background

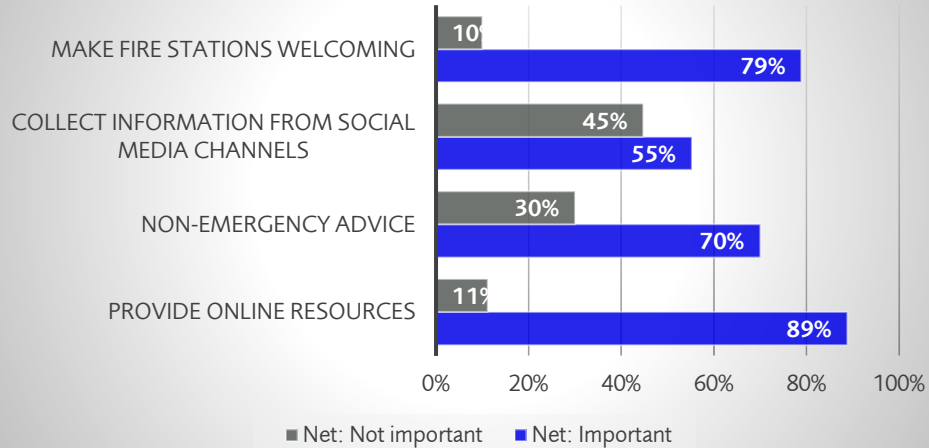


White and Black Caribbean

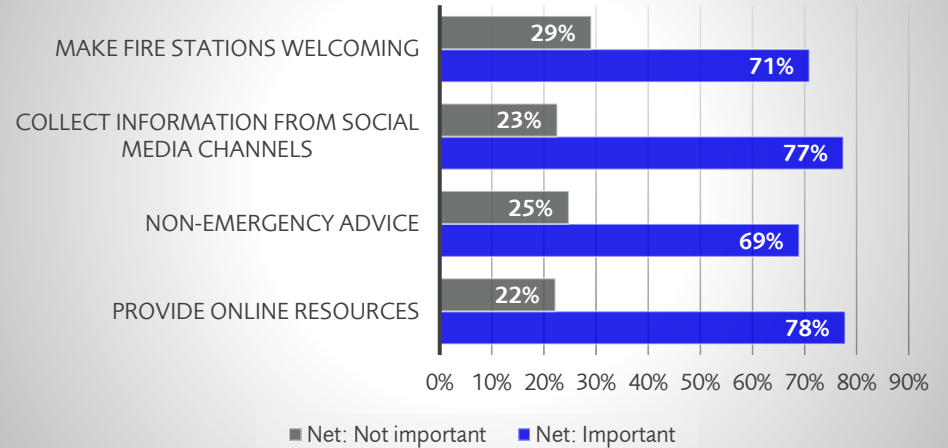


Ethnicity (in favour under 70%)

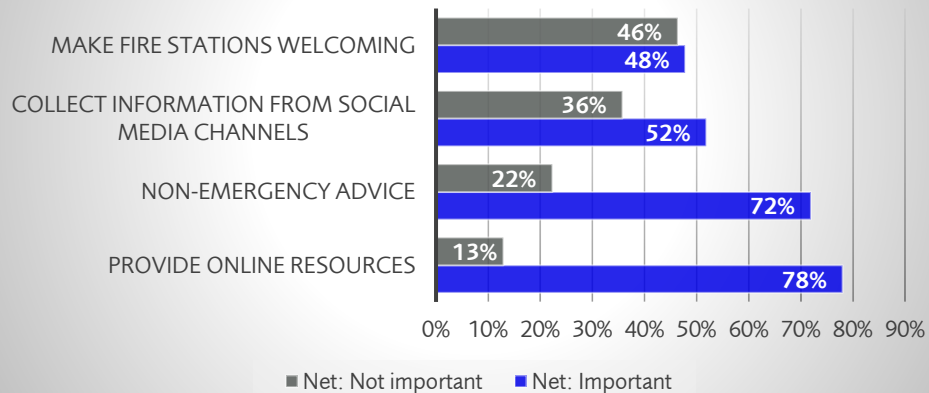
White and Black African



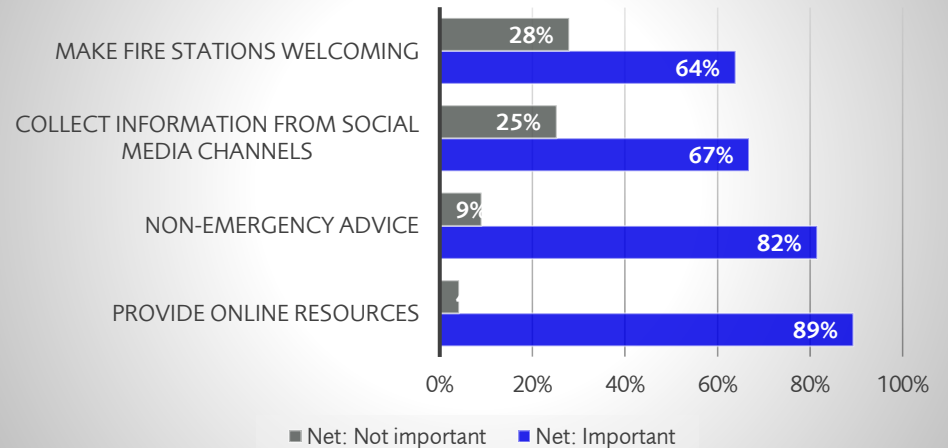
White and Asian



Any other Mixed/ Multiple ethnic background

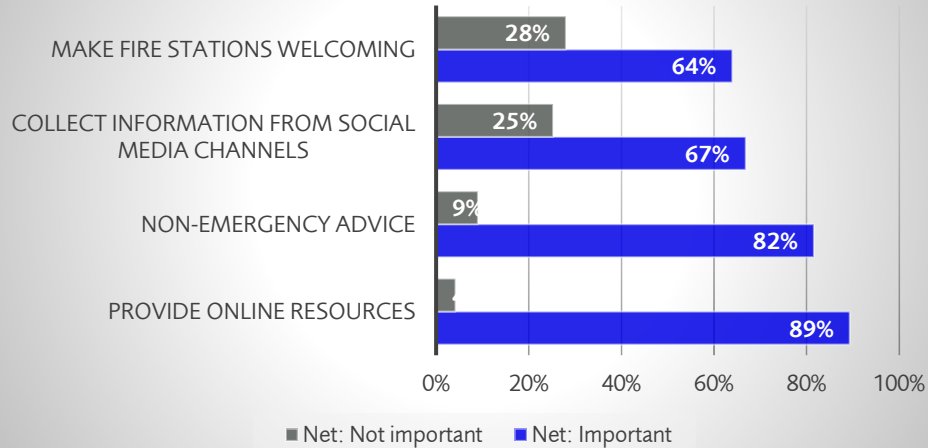


Indian

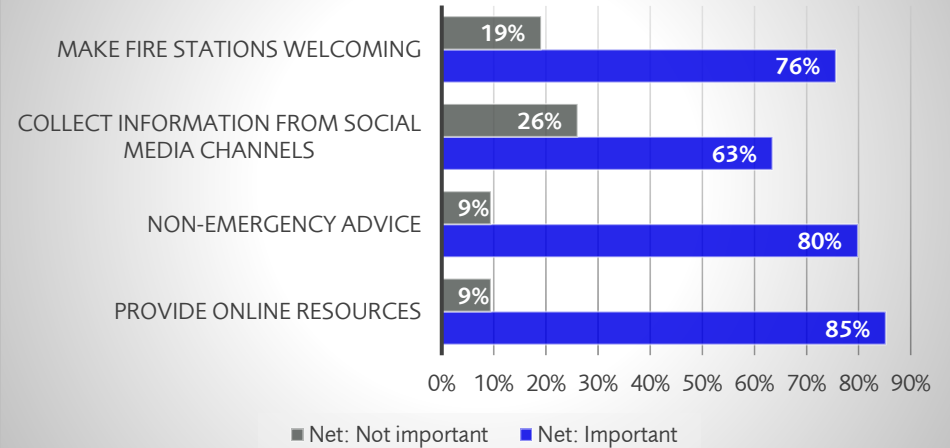


Ethnicity (in favour under 70%)

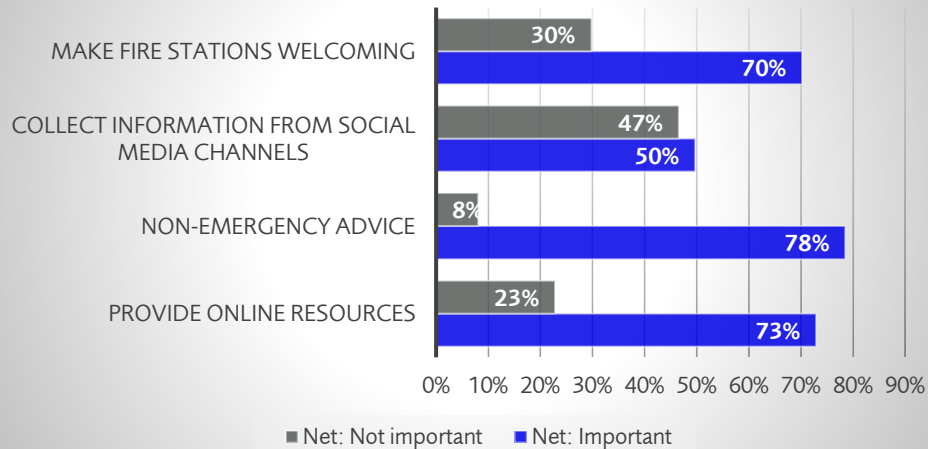
Indian



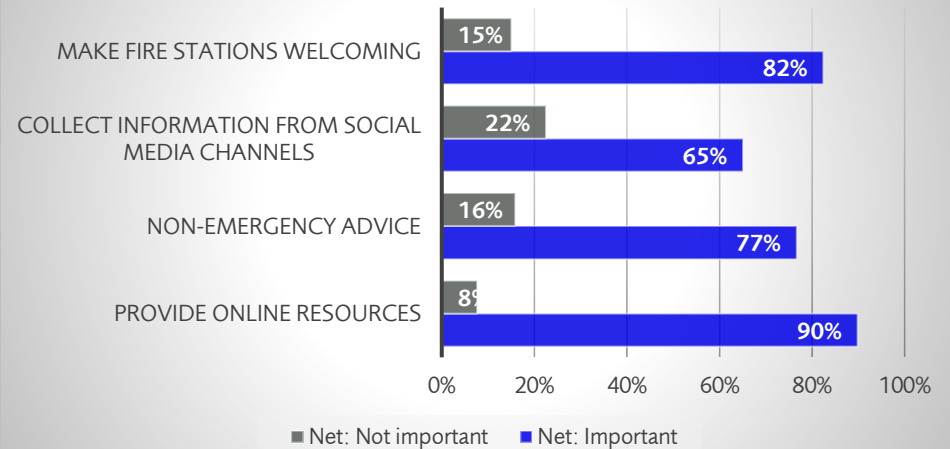
Pakistani



Chinese

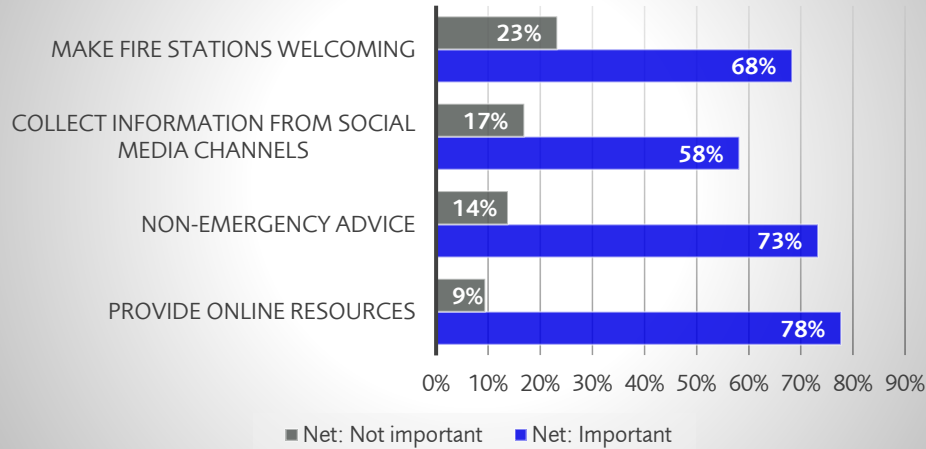


African

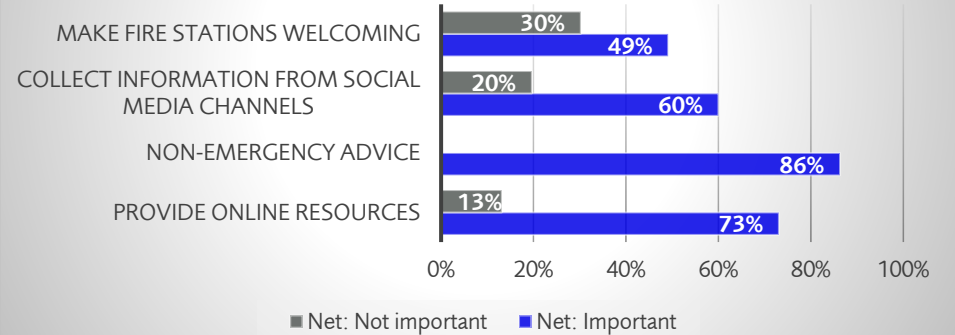


Ethnicity (in favour under 70%)

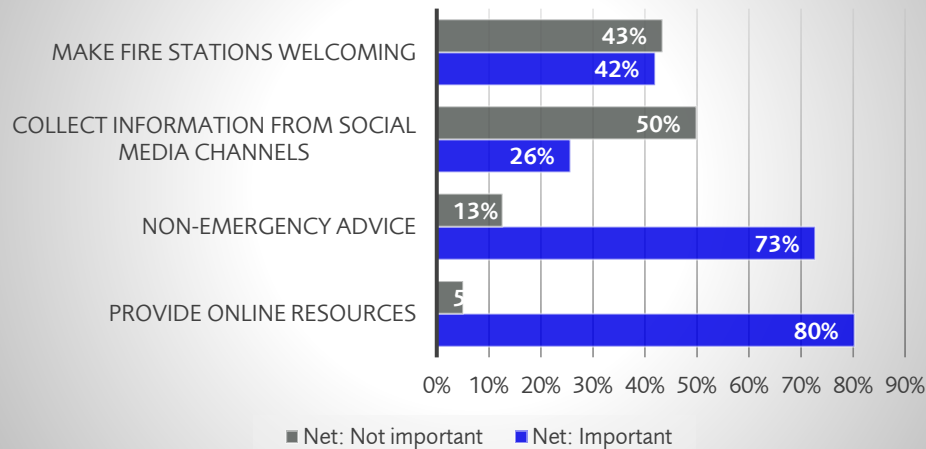
Caribbean



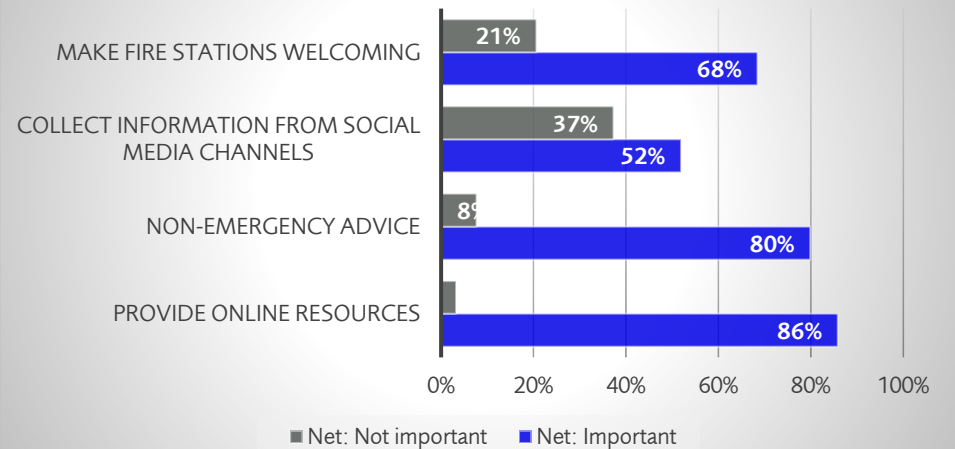
Any other Black/African/Caribbean background



Any other ethnic group



Prefer not to say



Ethnicity (in favour under 70%)

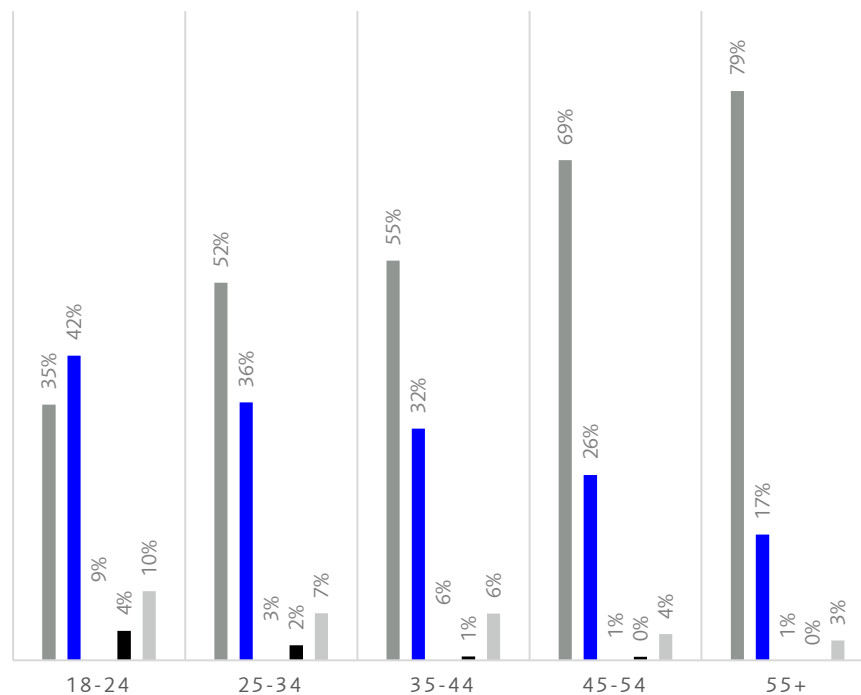
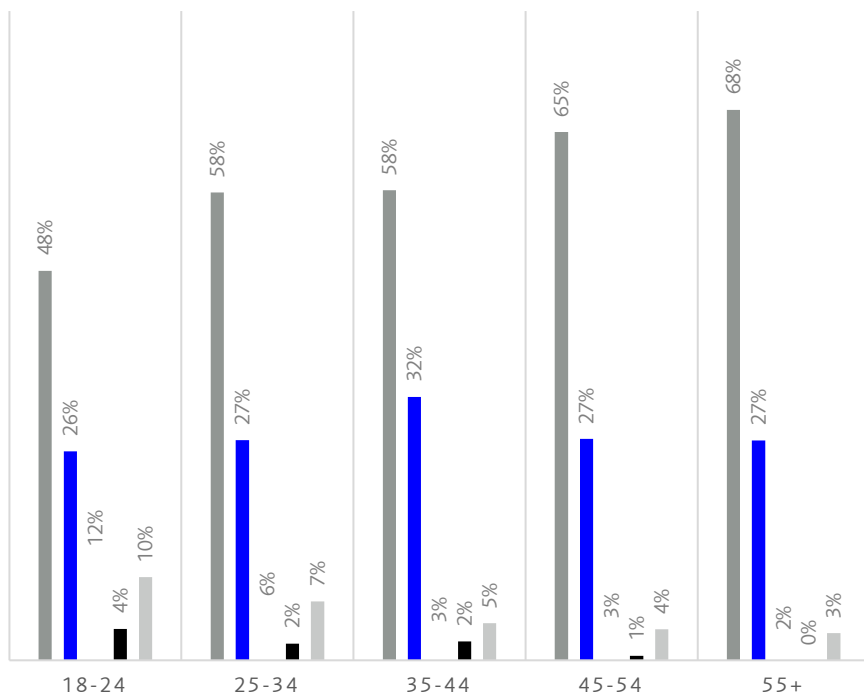
The plan sets out how London Fire Brigade will adapt their services as your needs change. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Anticipate and prepare for future demands:

Most modern equipment available:

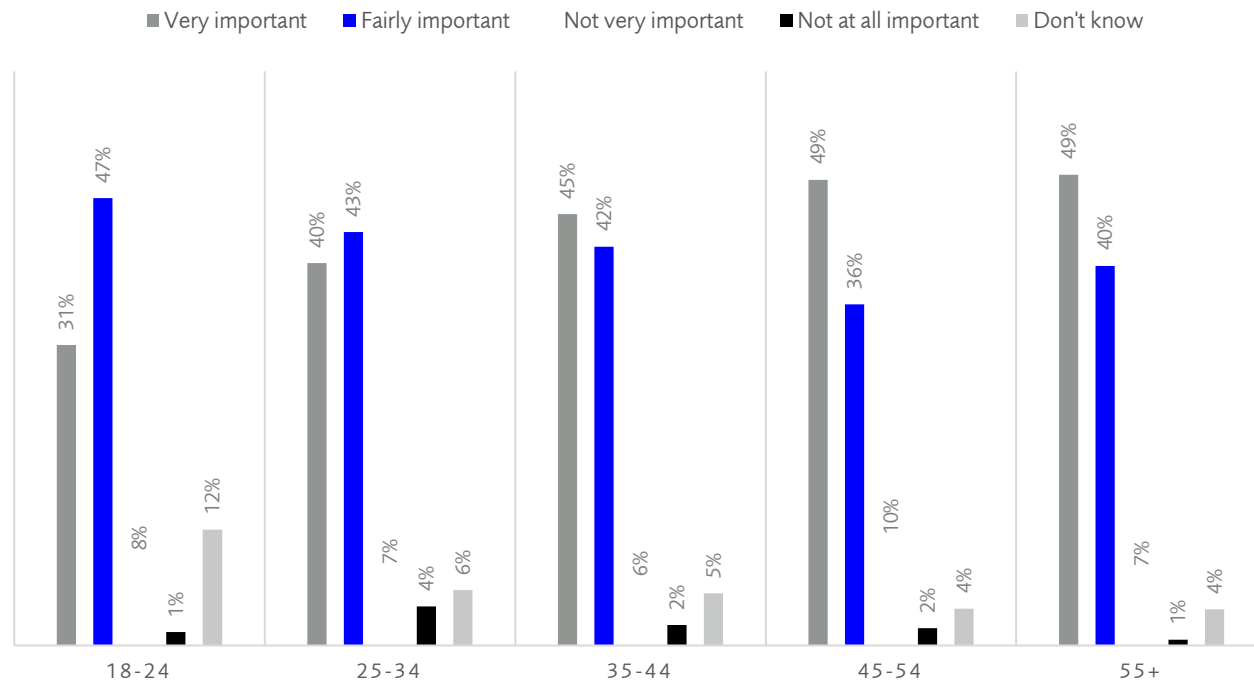
■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know



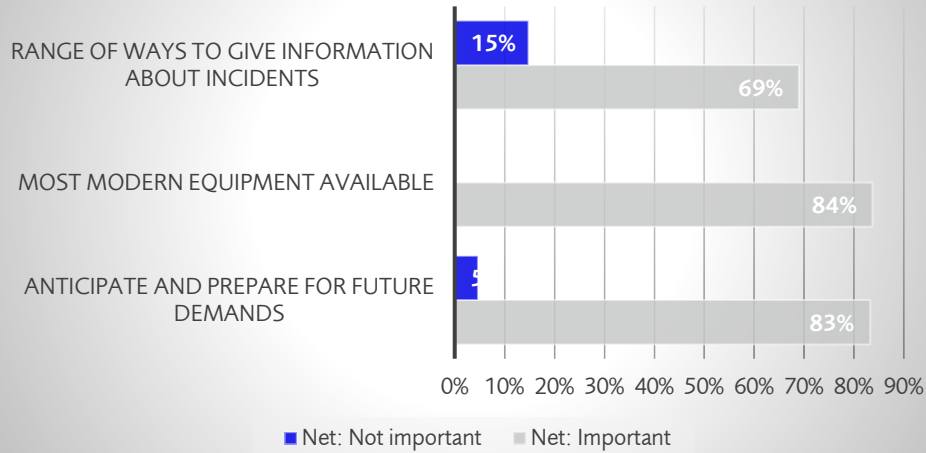
The plan sets out how London Fire Brigade will adapt their services as your needs change. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Range of ways to give information about incidents:

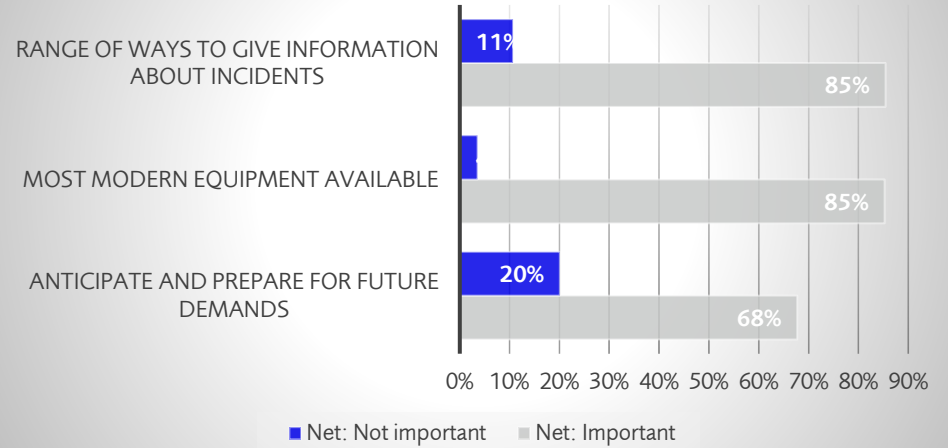


Out of the 108 18-25 participants, 78% felt this was important while 10% did not.

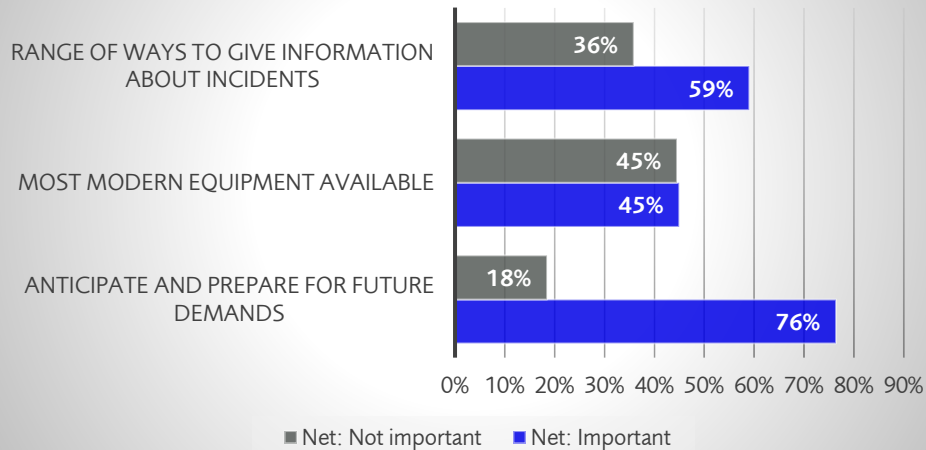
Irish



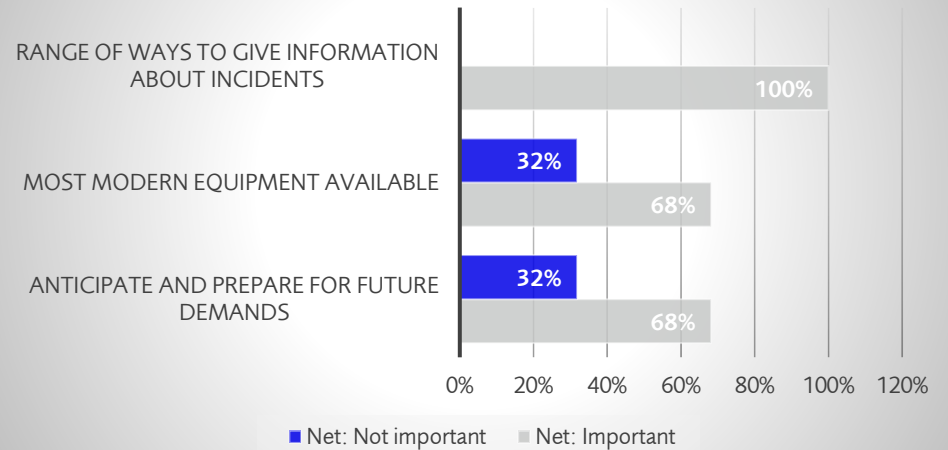
Bangladeshi



Any other Asian background



Arab

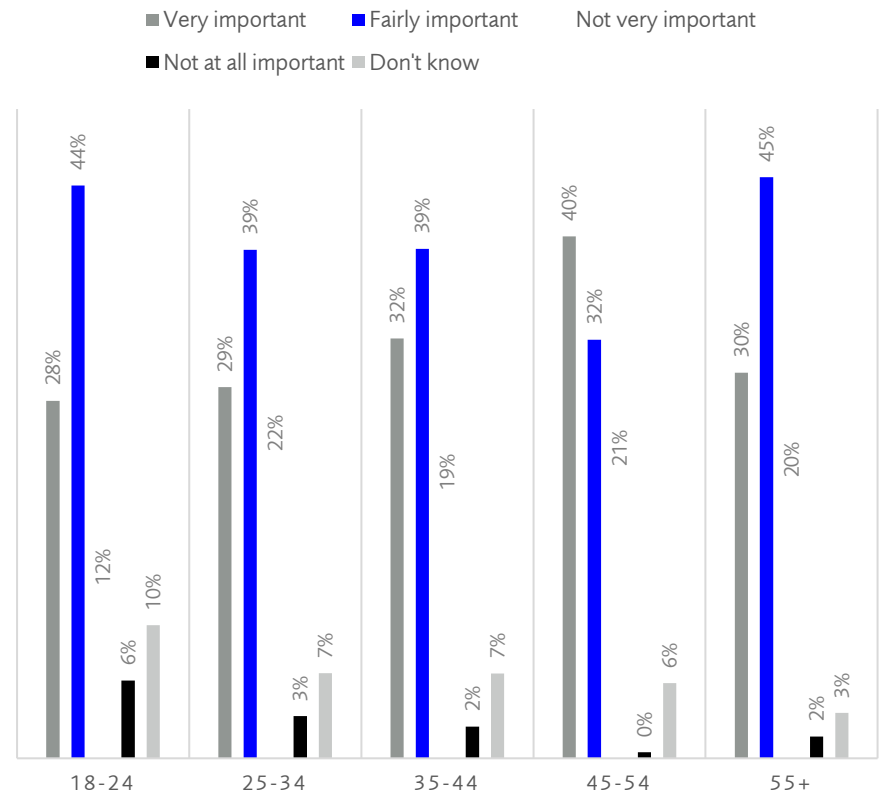
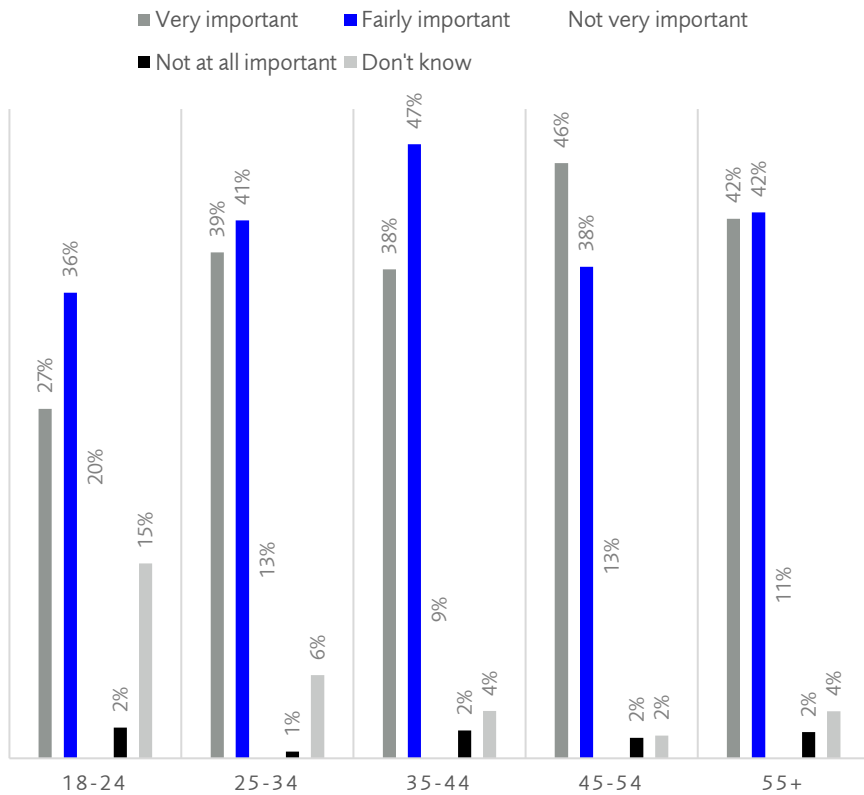


Ethnicity (in favour under 70%)

The plan sets out how London Fire Brigade will design their services around your needs and concerns. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Increase awareness of services:

Provide live updates:



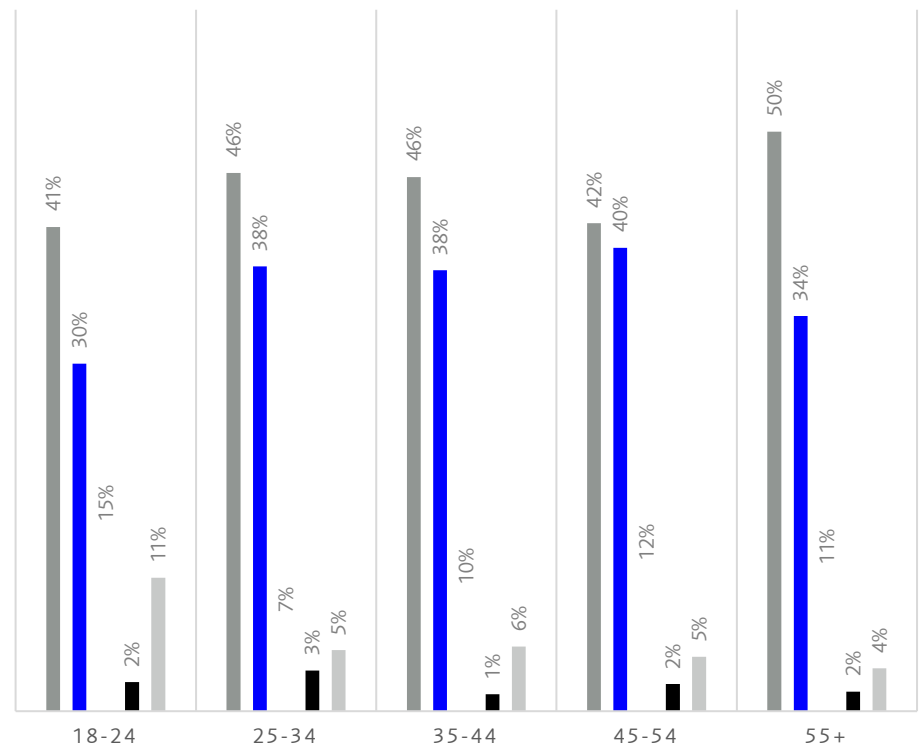
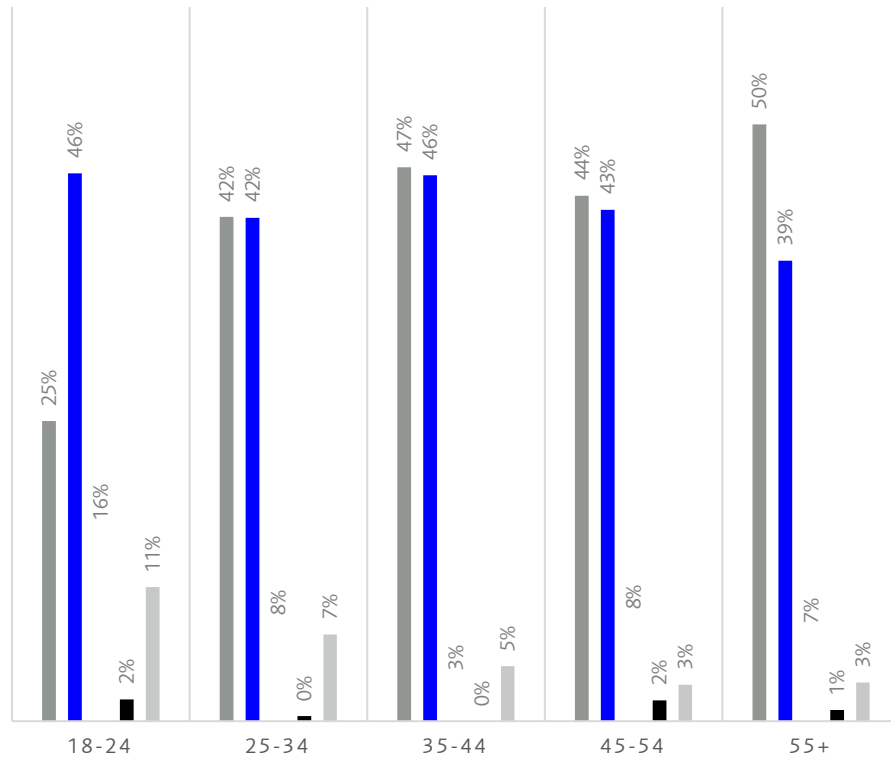
The plan sets out how London Fire Brigade will design their services around your needs and concerns. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Identify the needs of people using services:

Provide support to people directly involved in incidents:

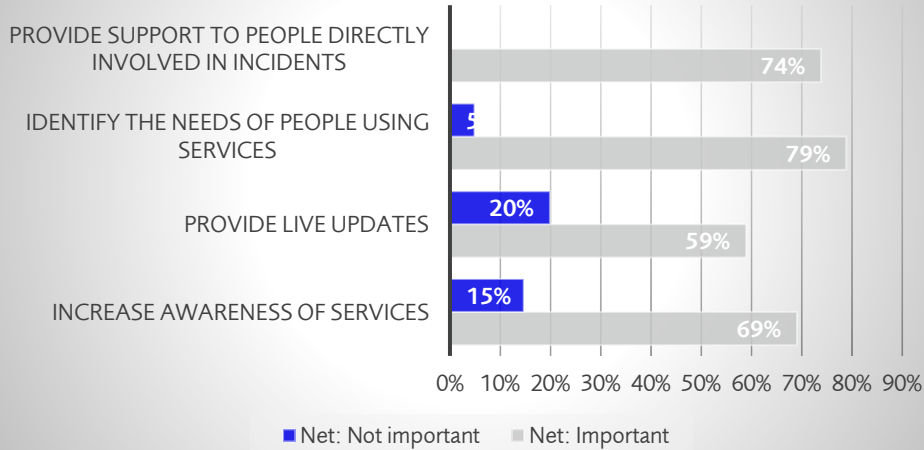
■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

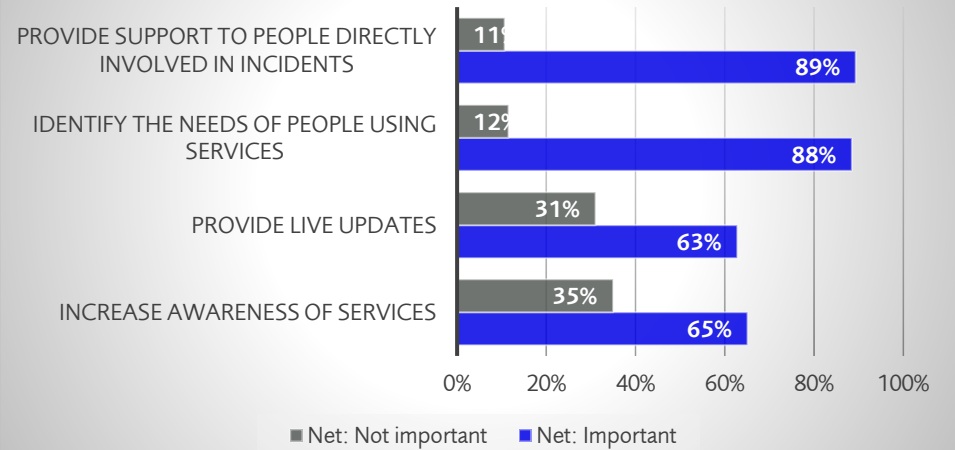


Age

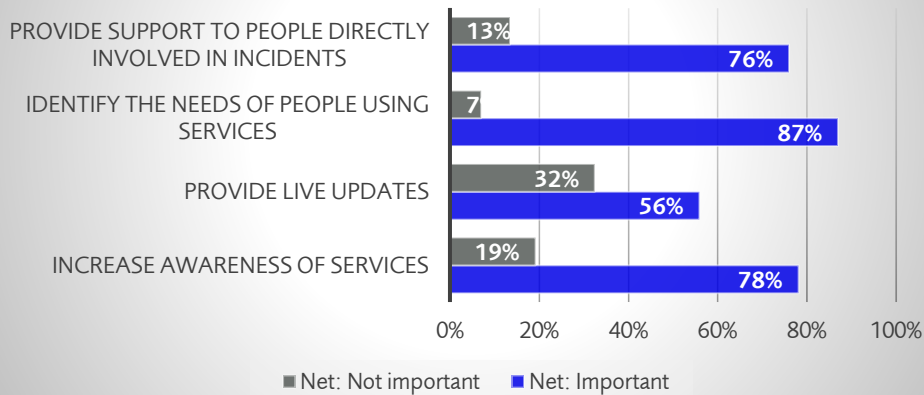
Irish



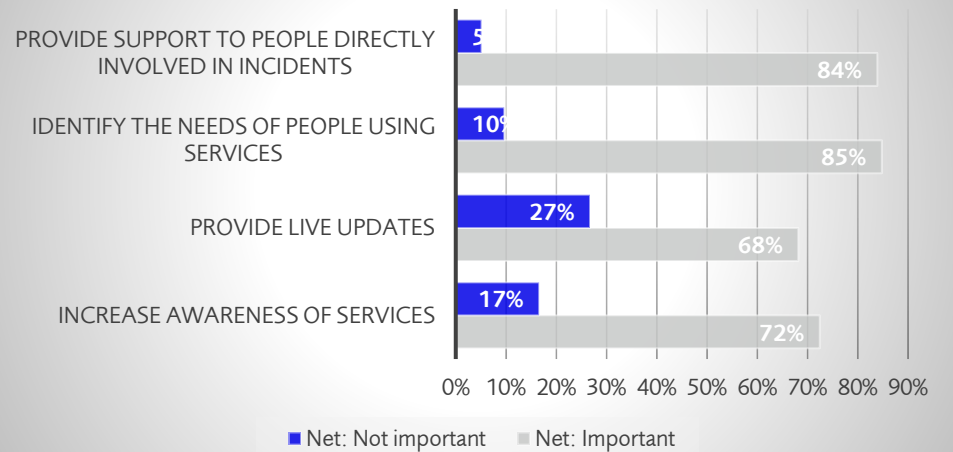
White and Asian



Any other Mixed/Multiple ethnic background

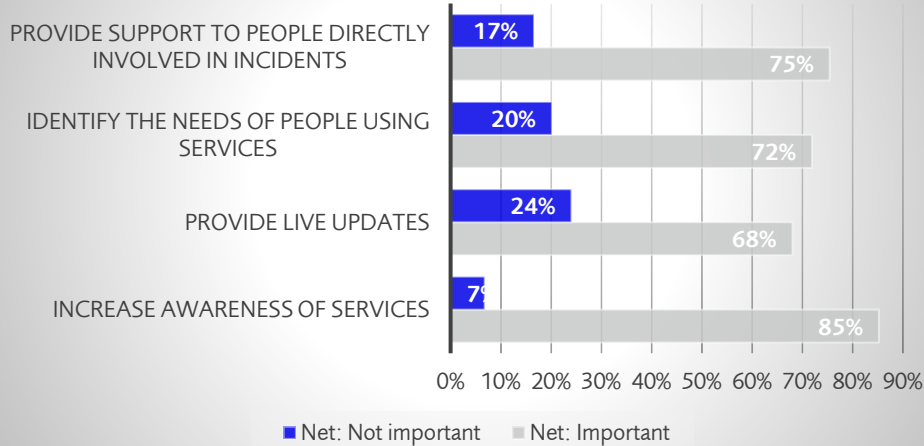


Pakistani

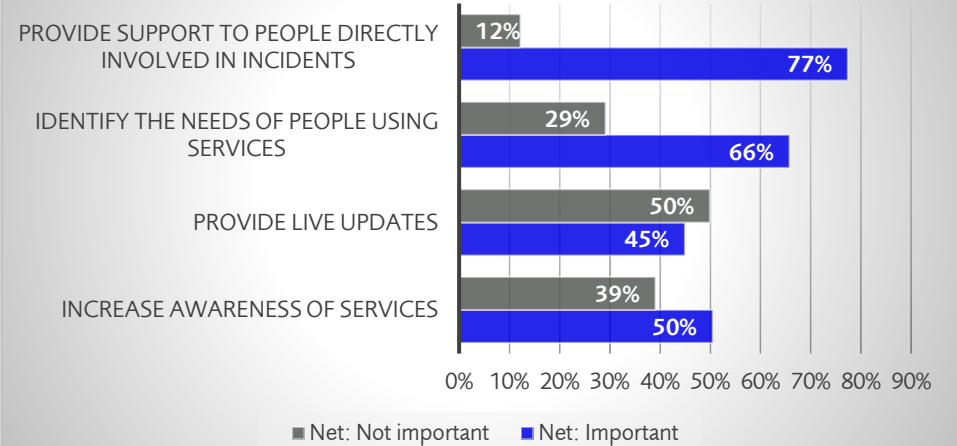


Ethnicity (in favour under 70%)

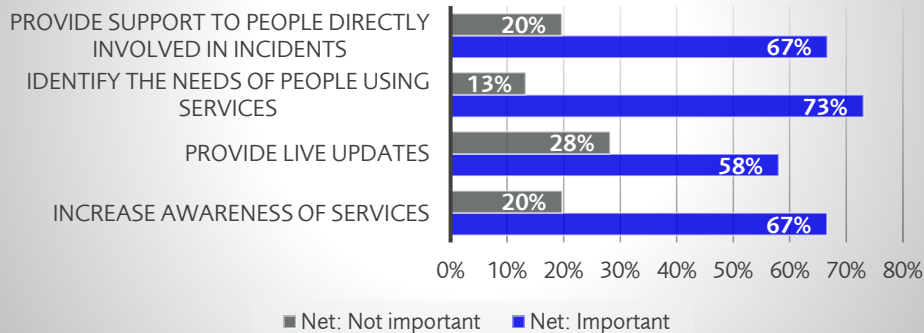
Bangladeshi



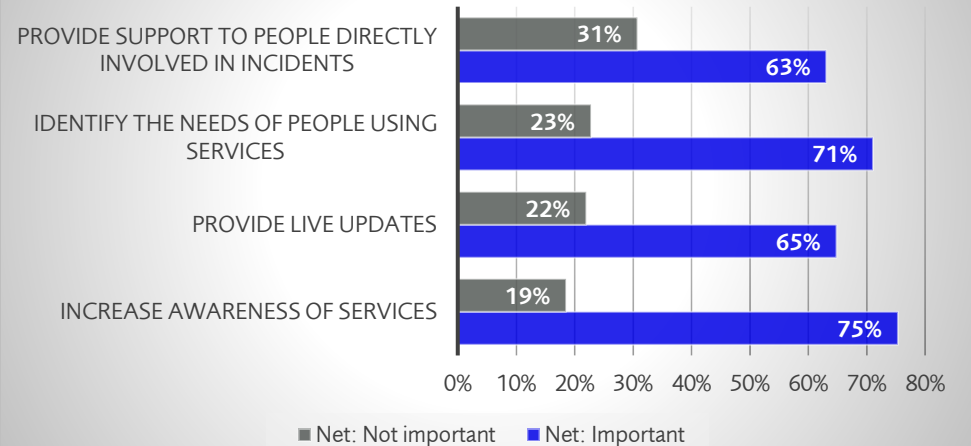
Any other Asian background



Any other Black/African/Caribbean background



Any other ethnic group



Ethnicity (in favour under 70%)

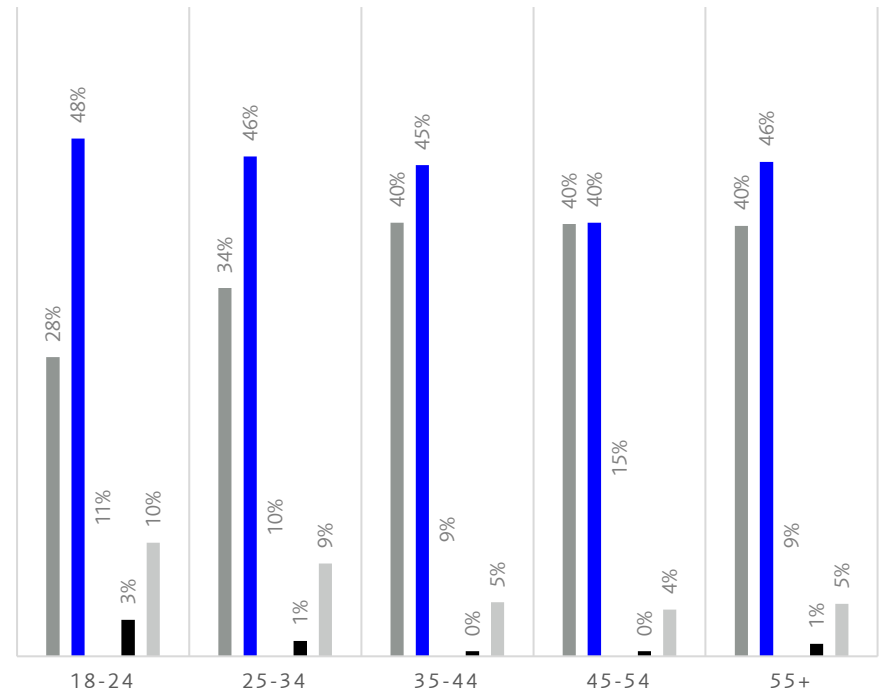
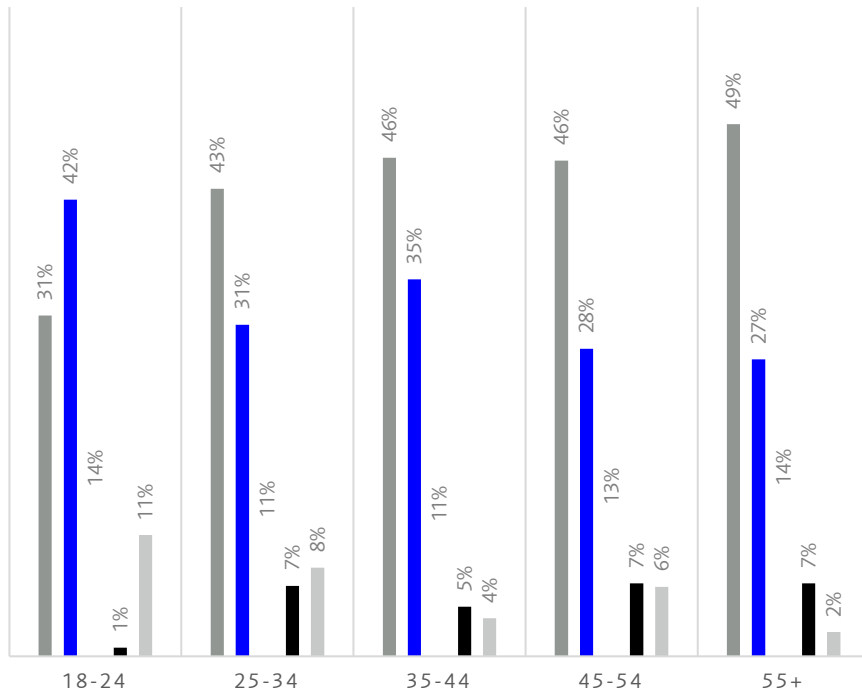
The plan sets out what London Fire Brigade will do to enable their staff to be the best they can be, to serve you better. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Improve recruitment and retention:

Listen to Londoners feedback on performance:

■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

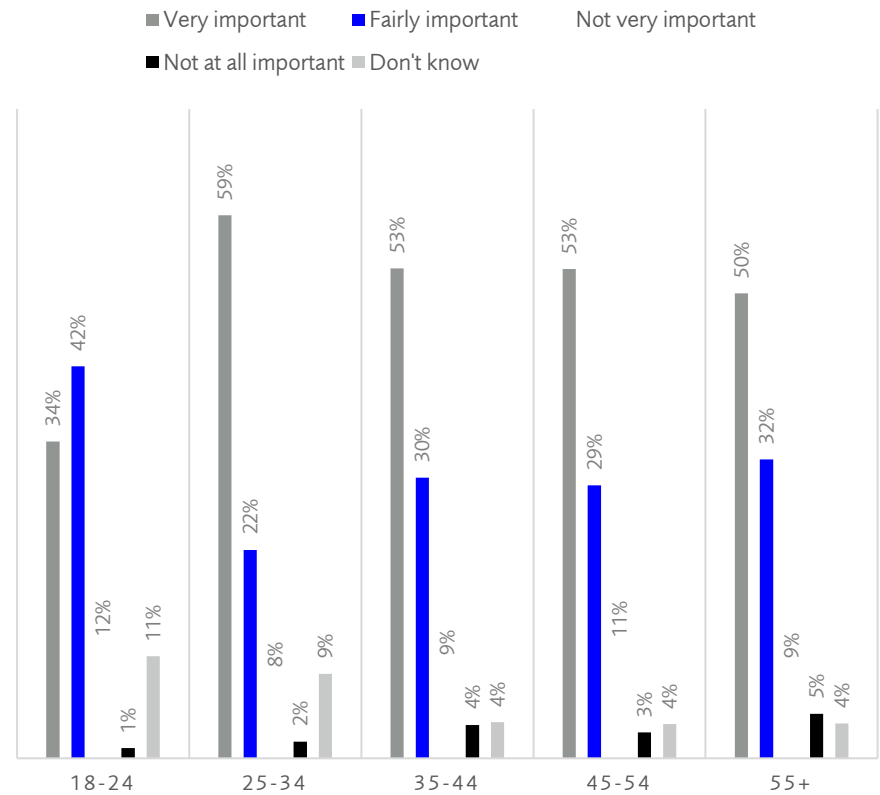
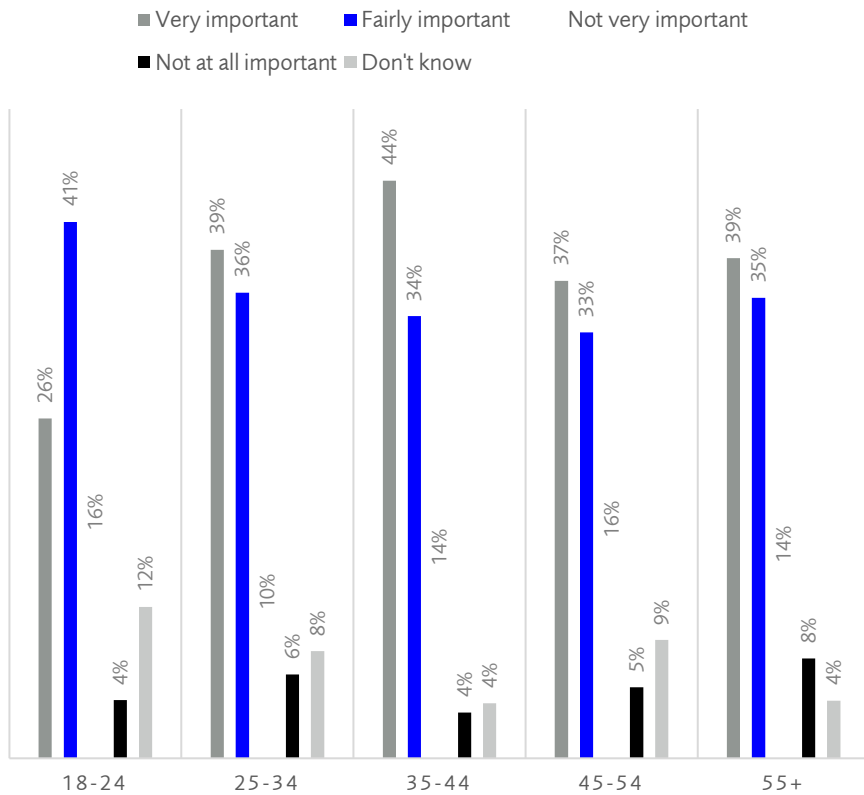


Age

The plan sets out what London Fire Brigade will do to enable their staff to be the best they can be, to serve you better. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

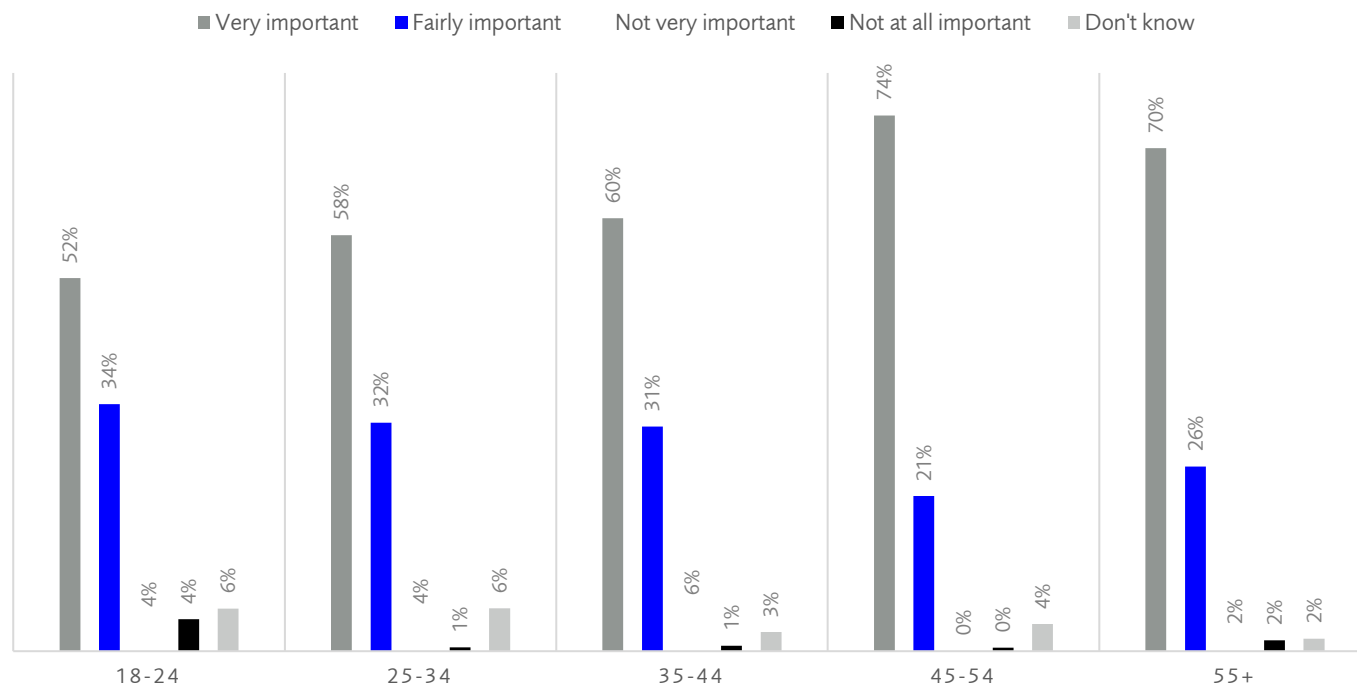
Increase the talent and diversity of workforce:

Improve staff wellbeing and be inclusive of diverse needs:

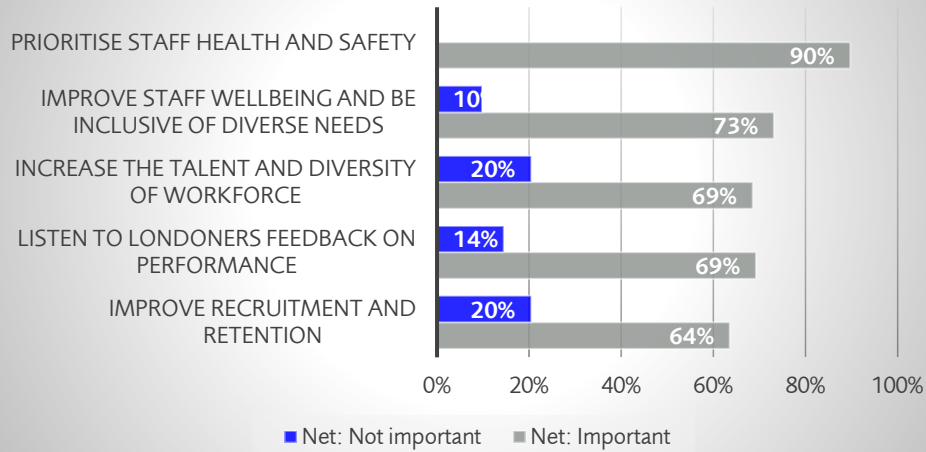


The plan sets out what London Fire Brigade will do to enable their staff to be the best they can be, to serve you better. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

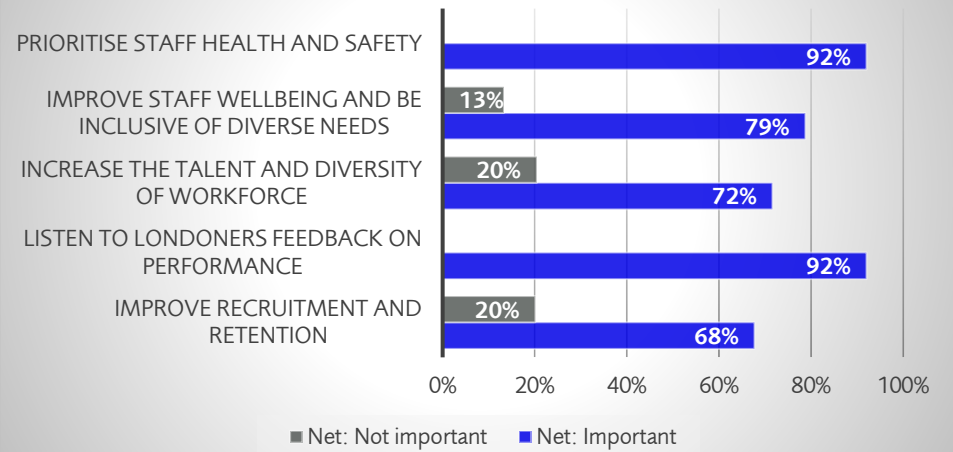
Prioritise staff health and safety:



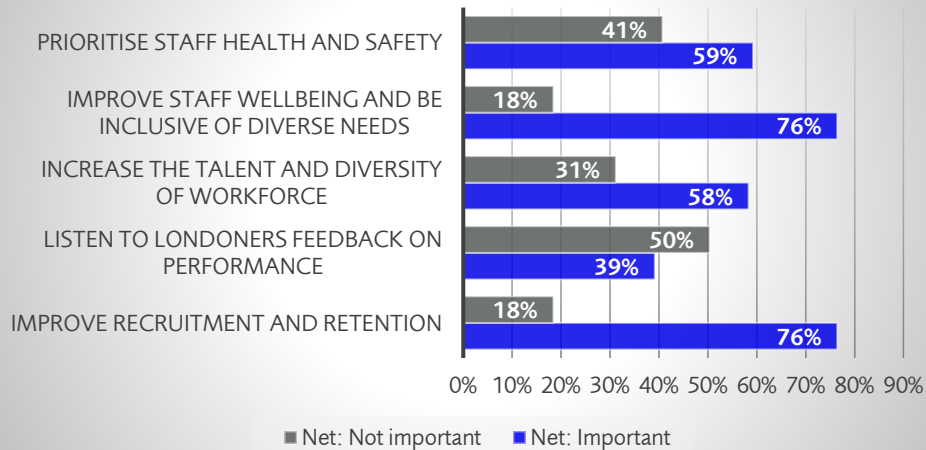
Irish



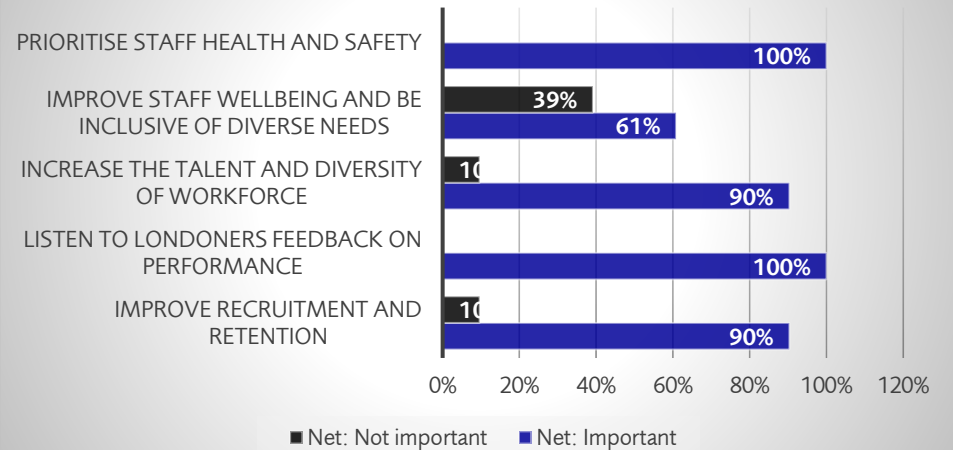
Bangladeshi



Any other Asian background

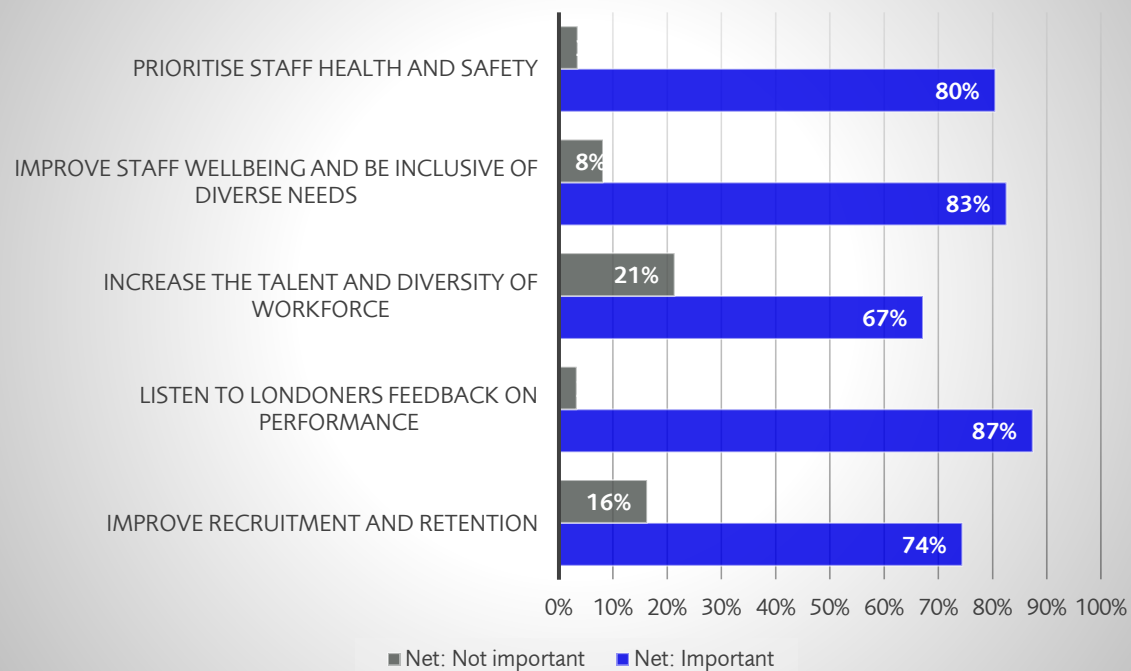


Arab



Ethnicity (in favour under 70%)

Prefer not to say

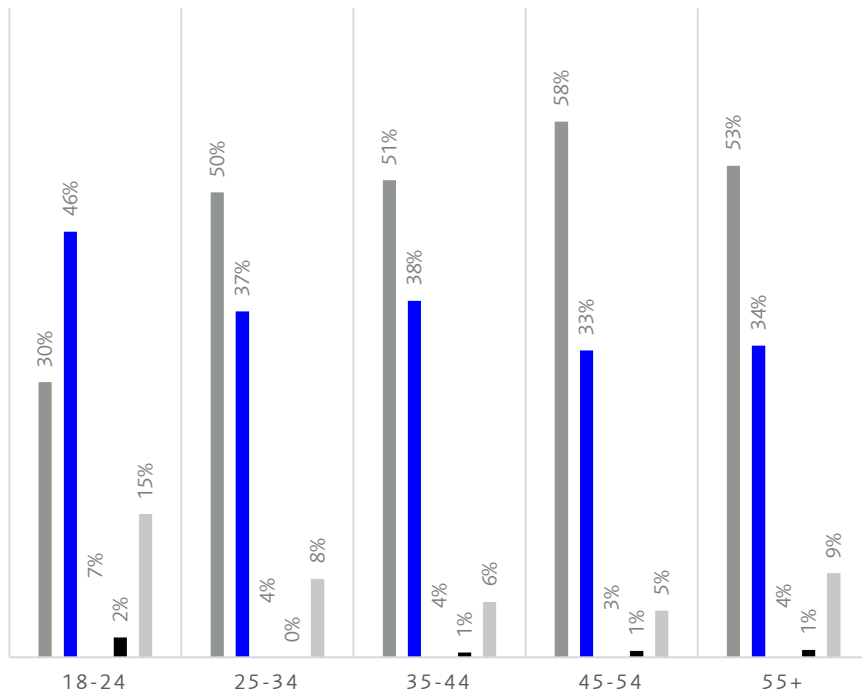


Ethnicity (in favour under 70%)

The plan sets out how London Fire Brigade will provide the best possible services to meet your needs. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

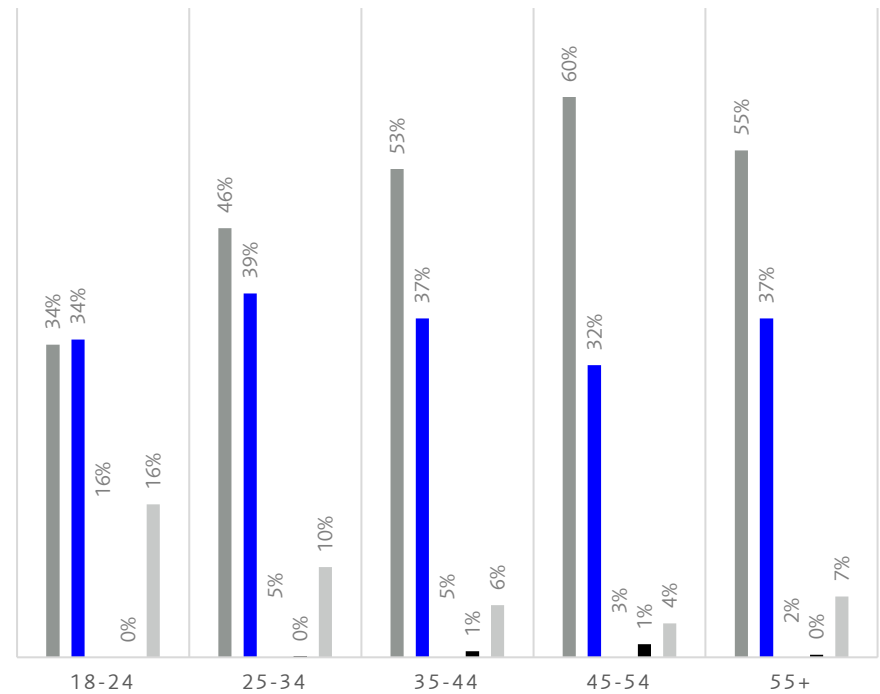
Simplify business processes:

■ Very important
 ■ Fairly important
 Not very important
■ Not at all important
 ■ Don't know



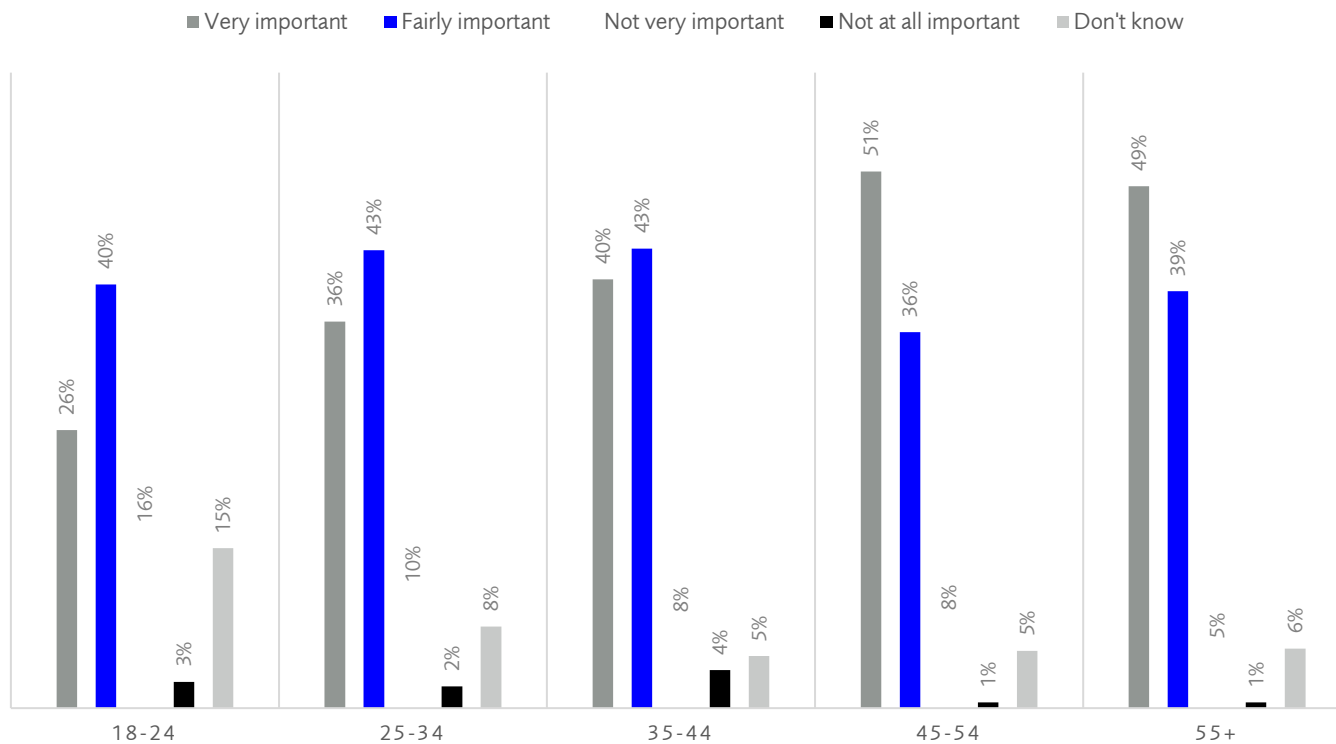
Improve team working and reduce duplication:

■ Very important
 ■ Fairly important
 Not very important
■ Not at all important
 ■ Don't know

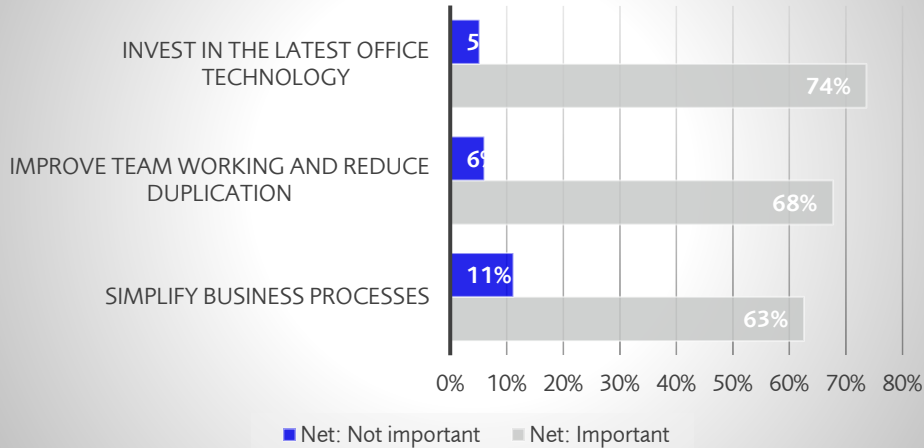


The plan sets out how London Fire Brigade will provide the best possible services to meet your needs. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

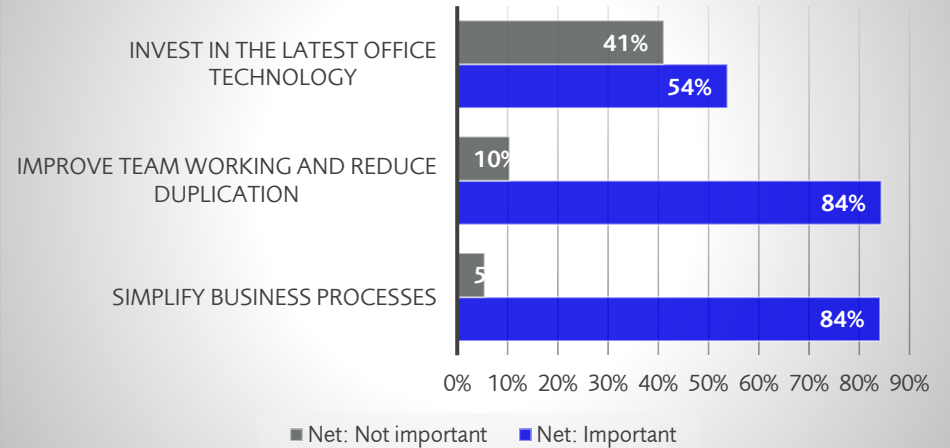
Invest in the latest office technology:



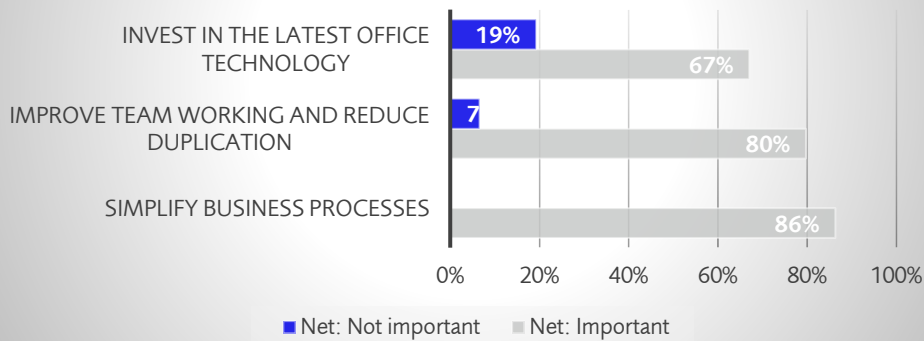
Irish



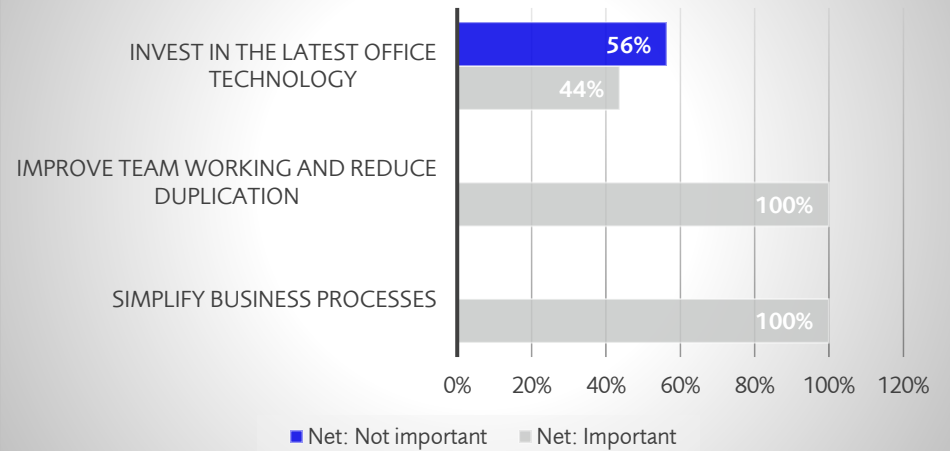
Any other Asian background



Any other Black/African/Caribbean background



Arab



Ethnicity (in favour under 70%)

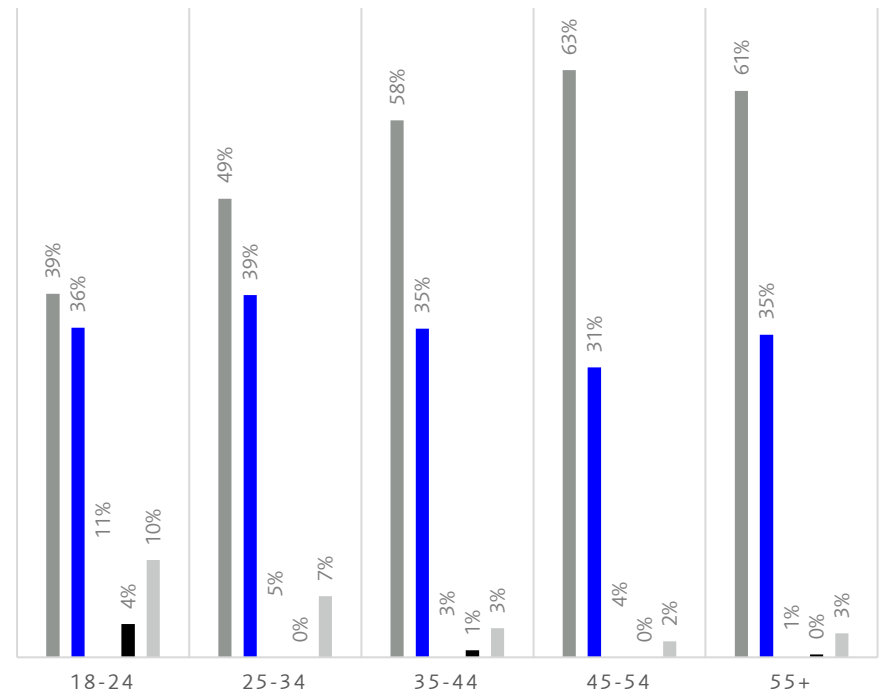
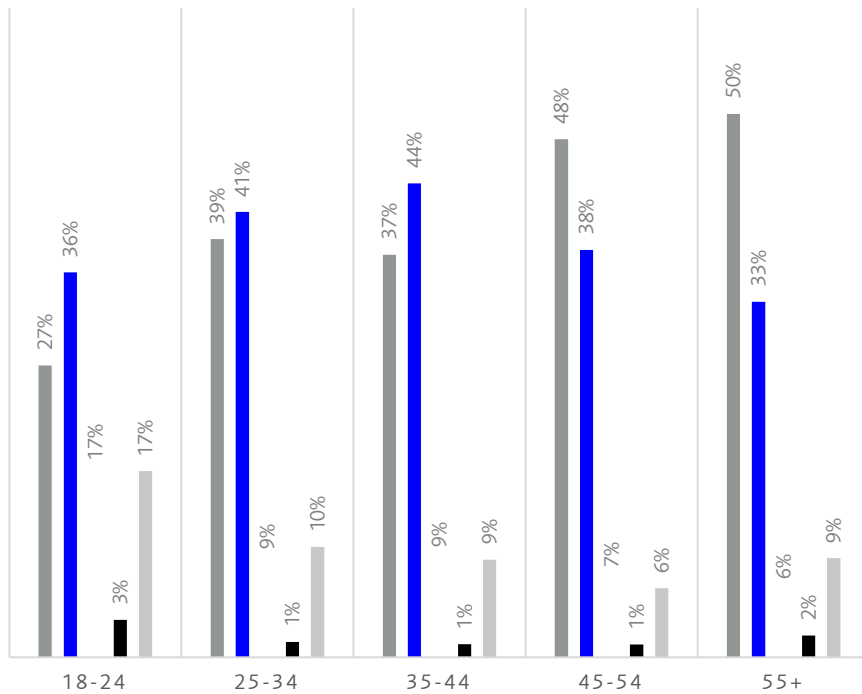
The plan sets how London Fire Brigade will work in an effective, productive and efficient way. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

Evaluate which services deliver the most and least value:

Work with other fire and rescue services:

■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know

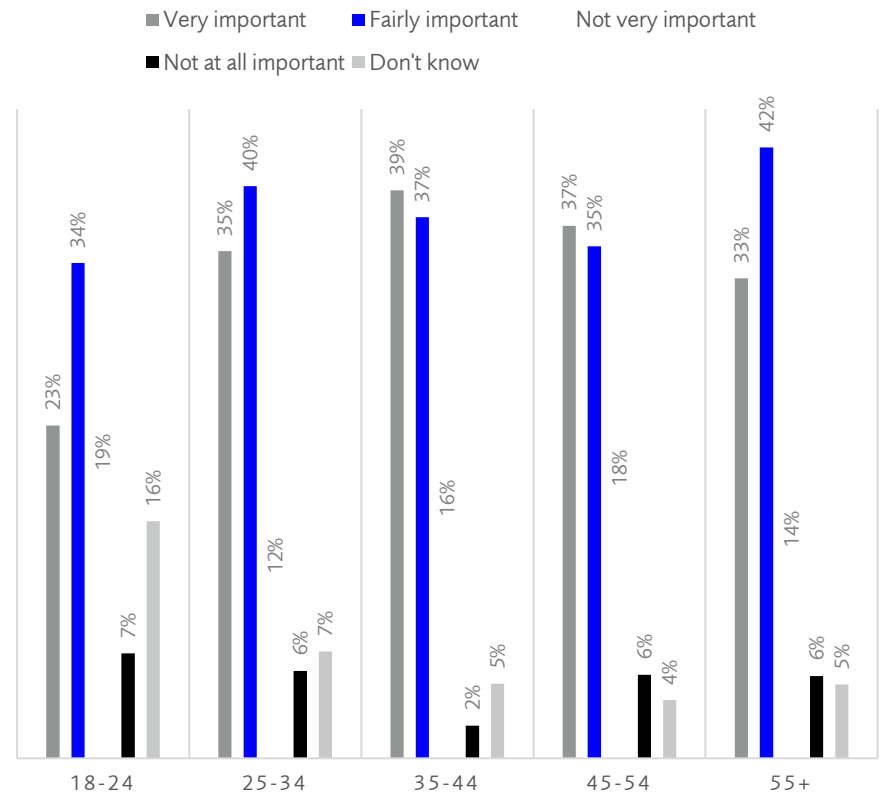
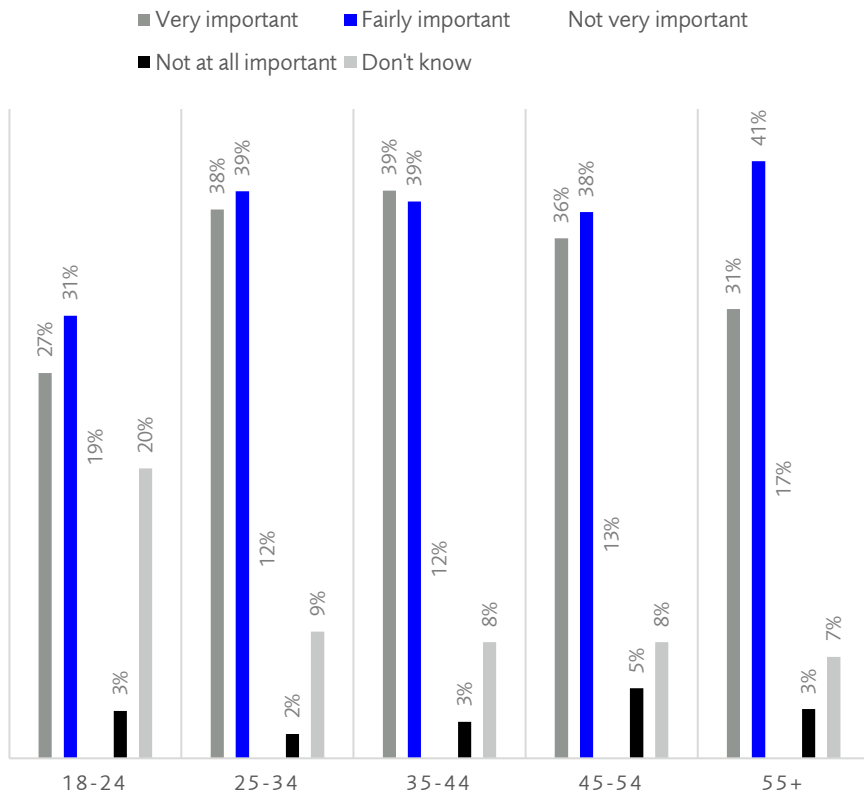
■ Very important ■ Fairly important ■ Not very important
■ Not at all important ■ Don't know



The plan sets how London Fire Brigade will work in an effective, productive and efficient way. How important, if at all, do you think it is that London Fire Brigade (LFB) works to do the following?

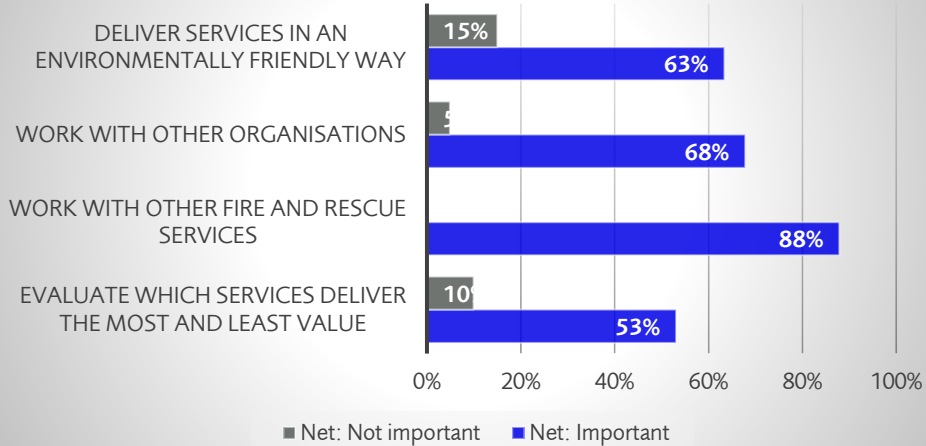
Work with other organisations:

Deliver services in an environmentally friendly way:

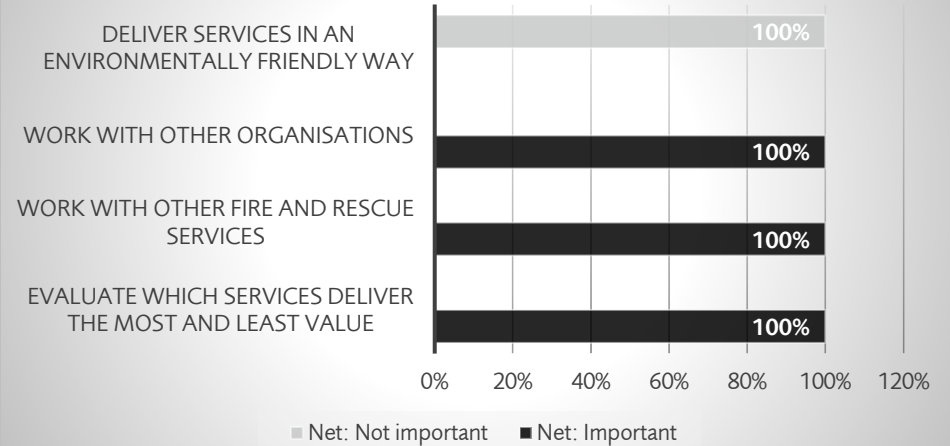


Age

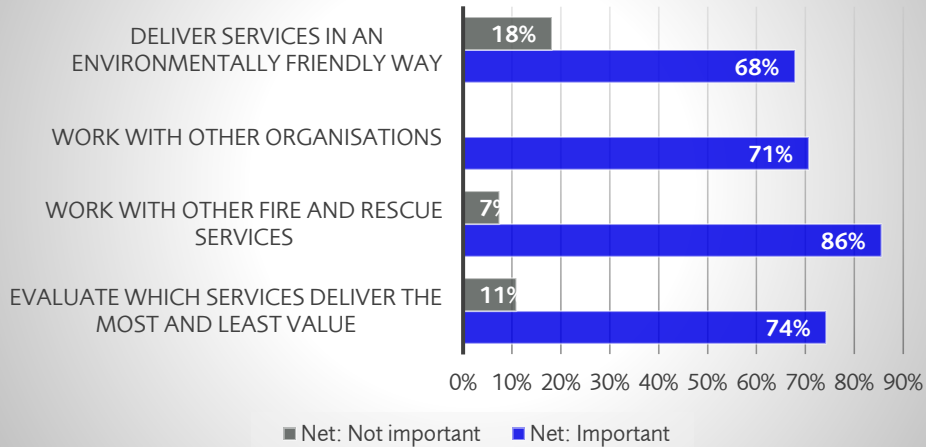
Irish



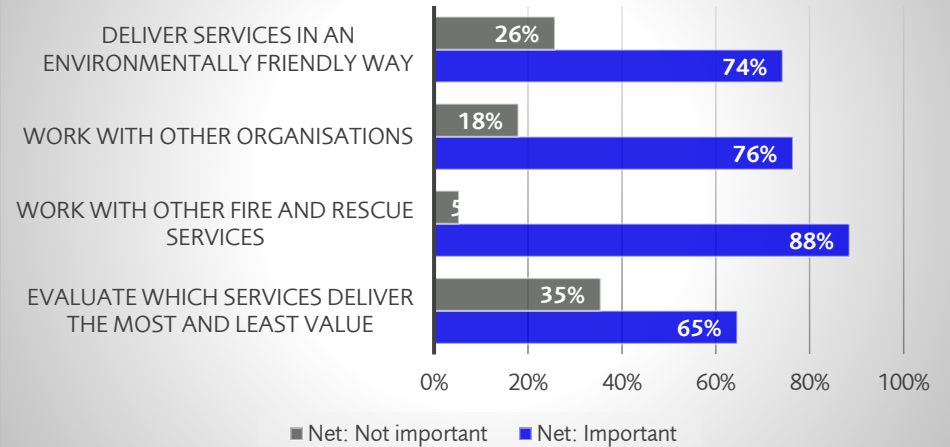
Gypsy or Irish traveller



White and Black Caribbean

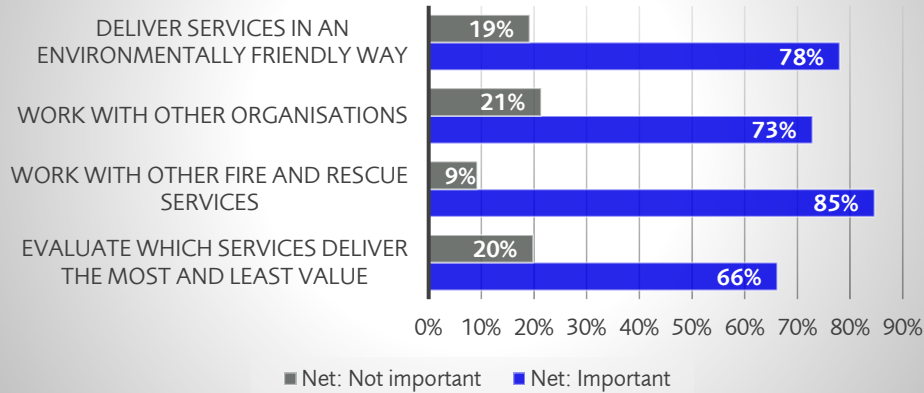


White and Asian

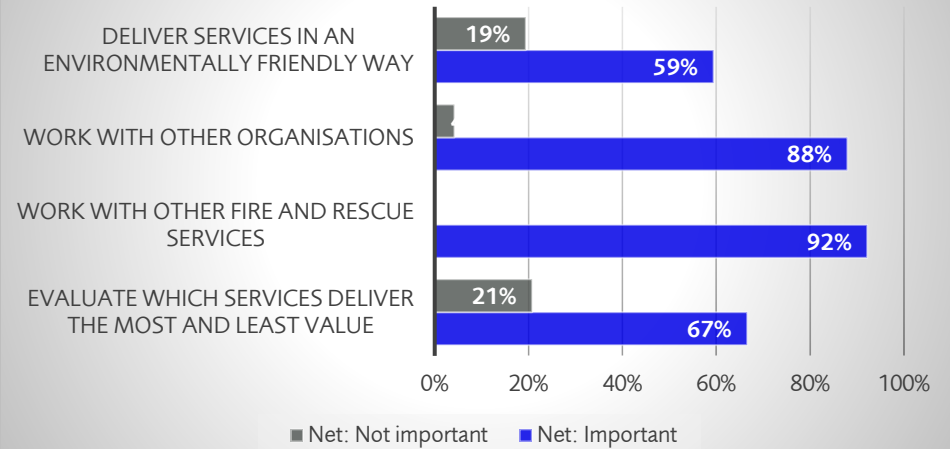


Ethnicity (in favour under 70%)

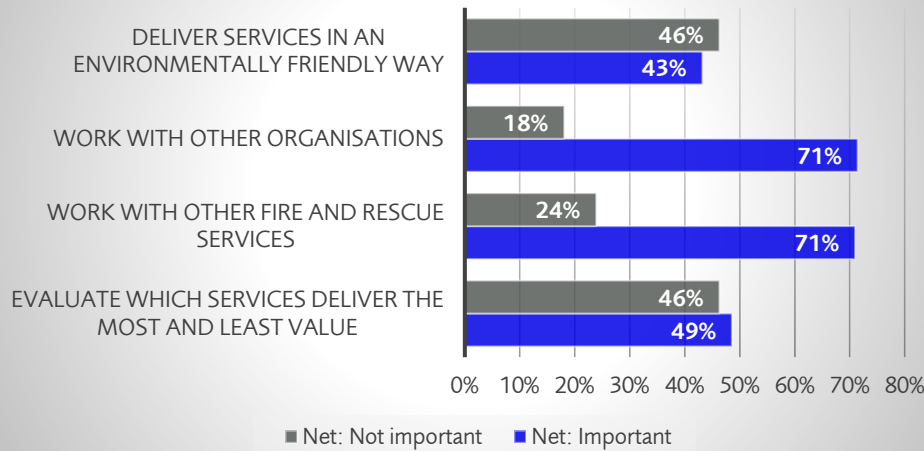
Any other Mixed/Multiple ethnic background



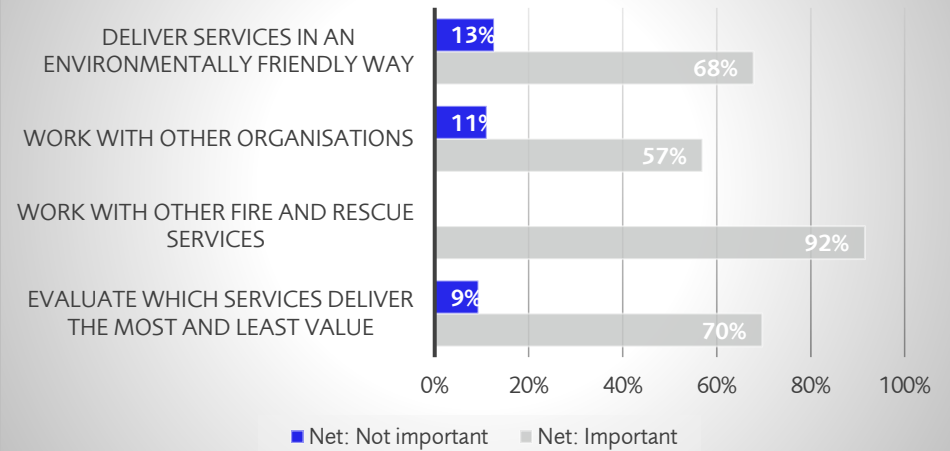
Bangladeshi



Any other Asian background

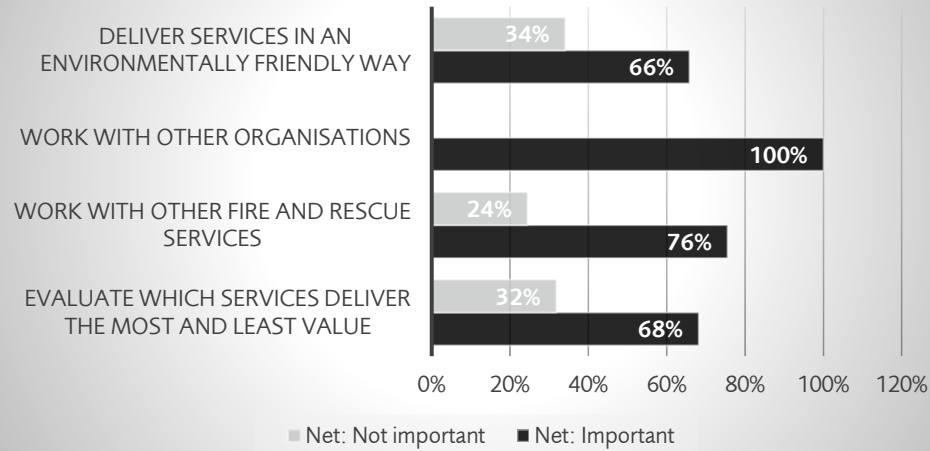


Caribbean

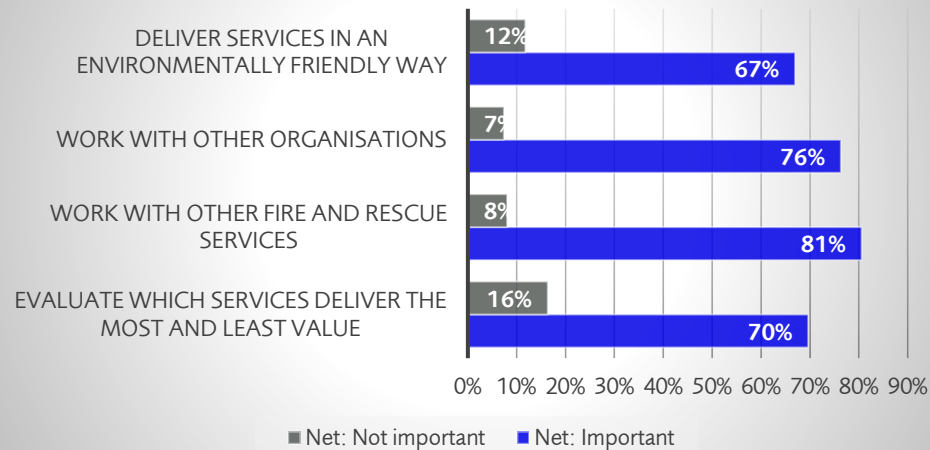


Ethnicity (in favour under 70%)

Arab



Prefer not to say

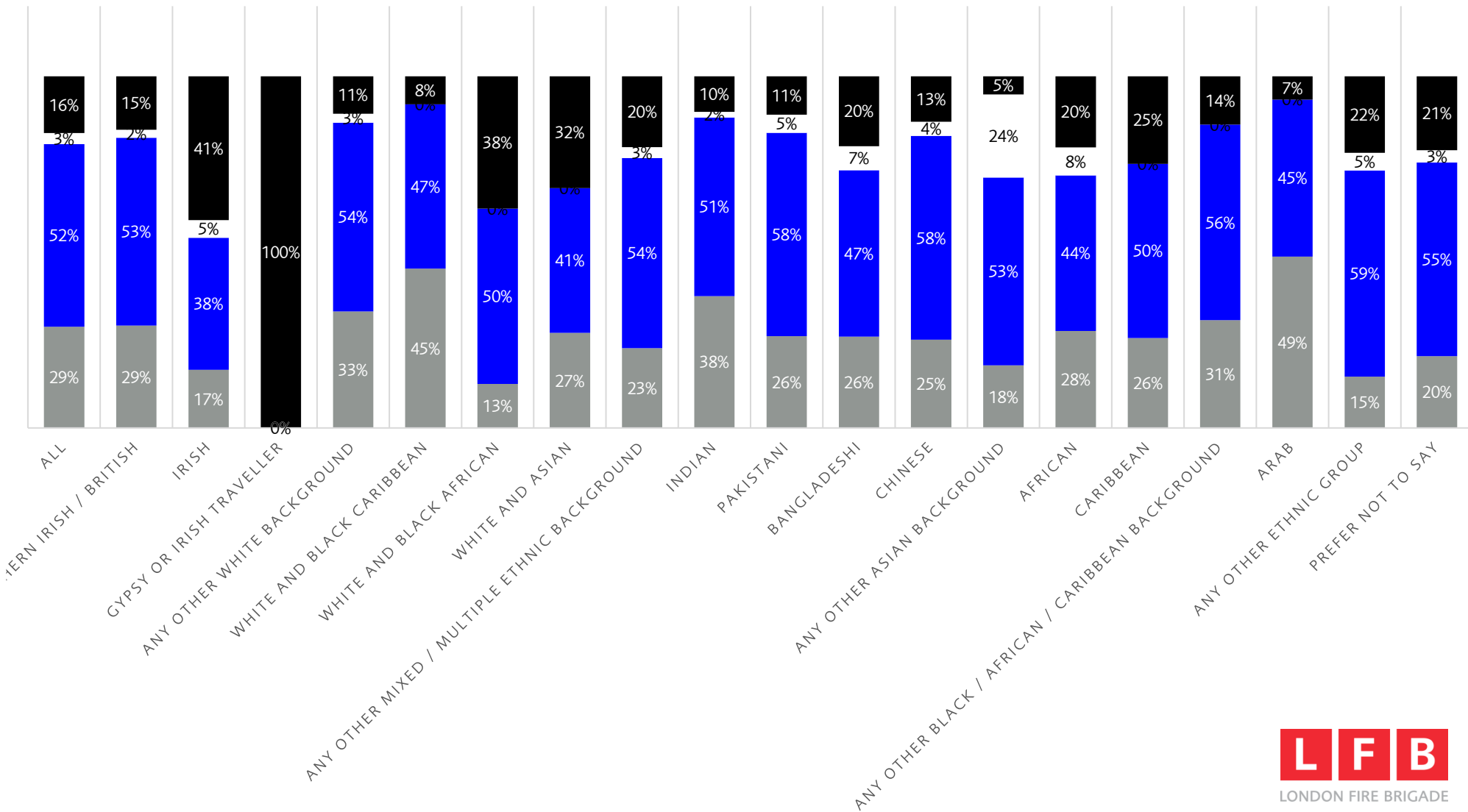


Ethnicity (in favour under 70%)

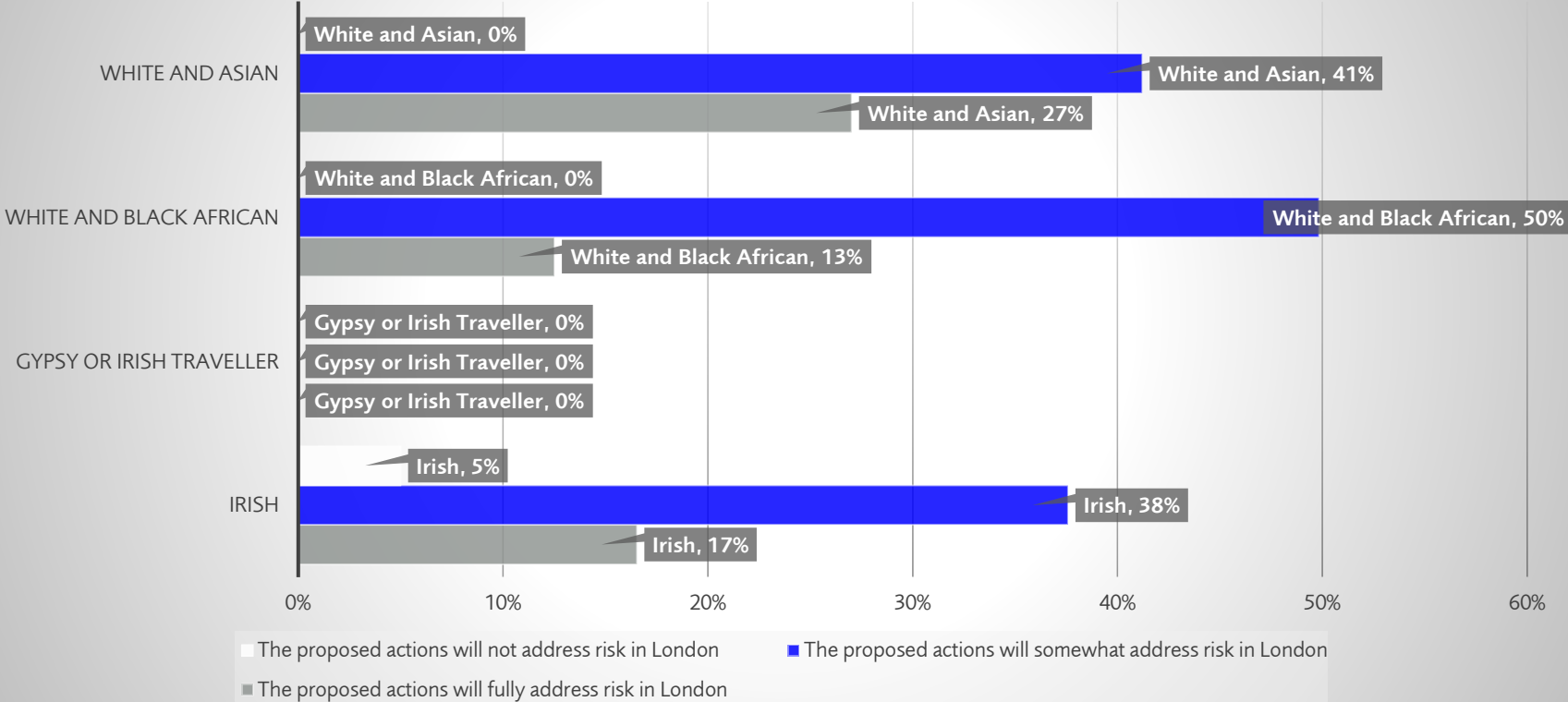
Thinking about all the actions you have read so far – to what extent, if at all, do you think the actions proposed will address risk in London?

ETHNICITY

■ The proposed actions will fully address risk in London ■ The proposed actions will somewhat address risk in London ■ The proposed actions will not address risk in London ■ Don't know



Under 70%

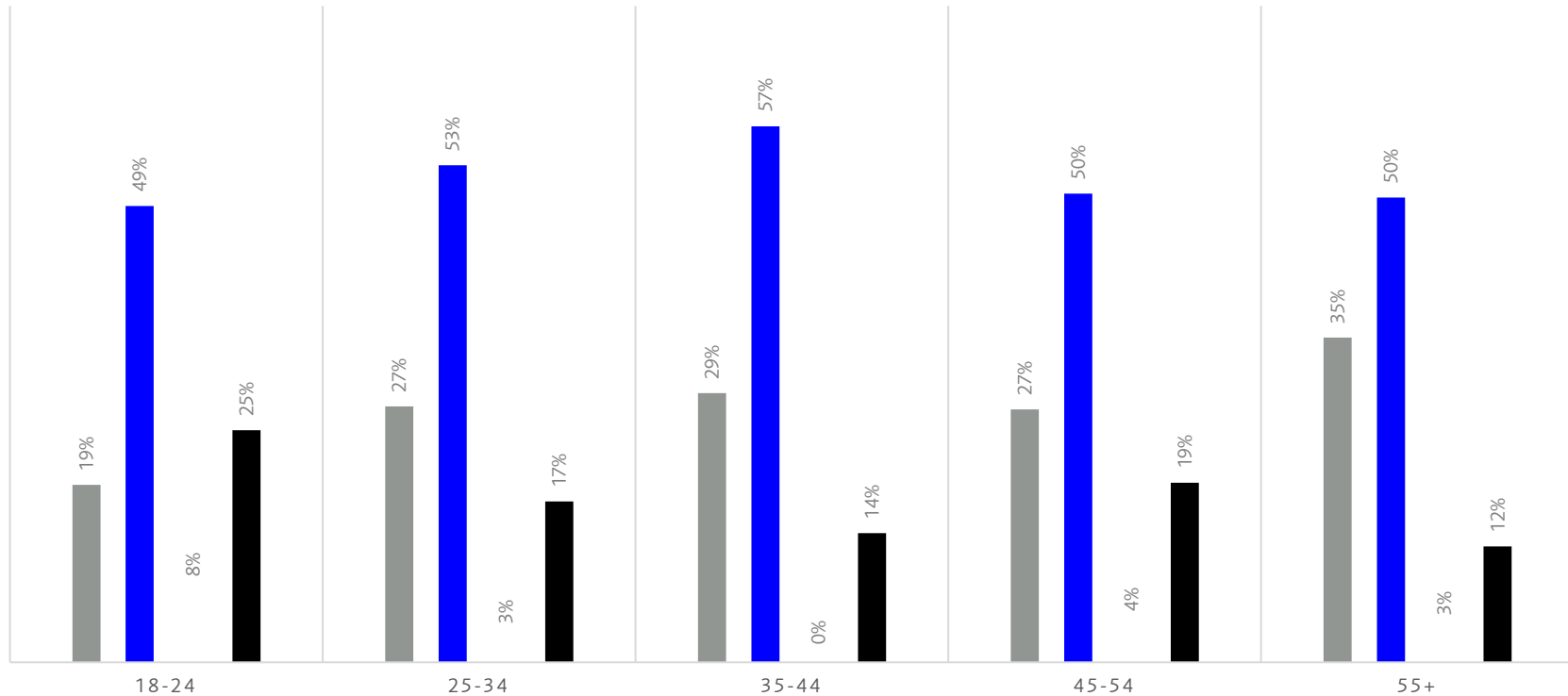


Ethnicity (in favour under 70%)

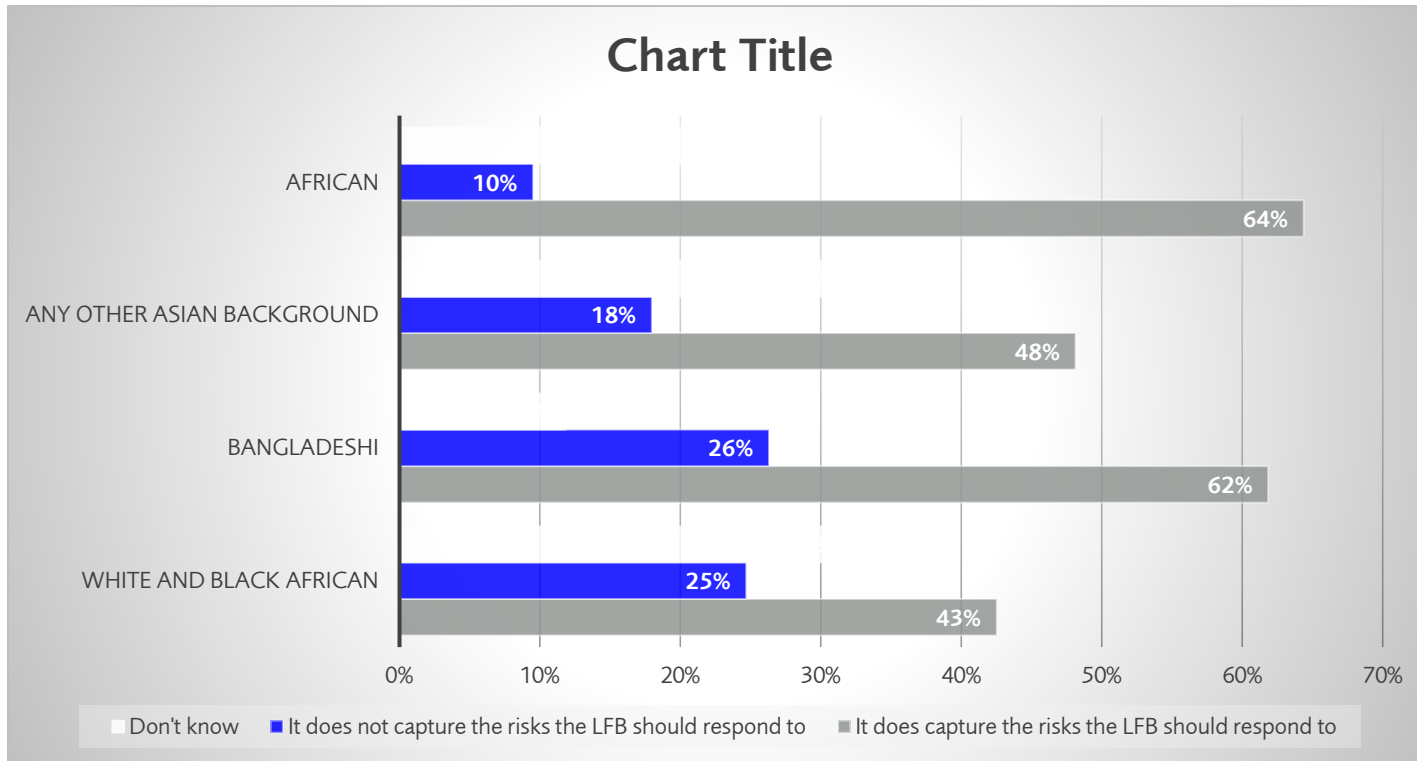
Thinking about all the actions you have read so far – to what extent, if at all, do you think the actions proposed will address risk in London?

AGE

■ The proposed actions will fully address risk in London ■ The proposed actions will somewhat address risk in London
■ The proposed actions will not address risk in London ■ Don't know



Thinking about all the actions you have read so far – to what extent, if at all, do you think the actions proposed will address risk in London?

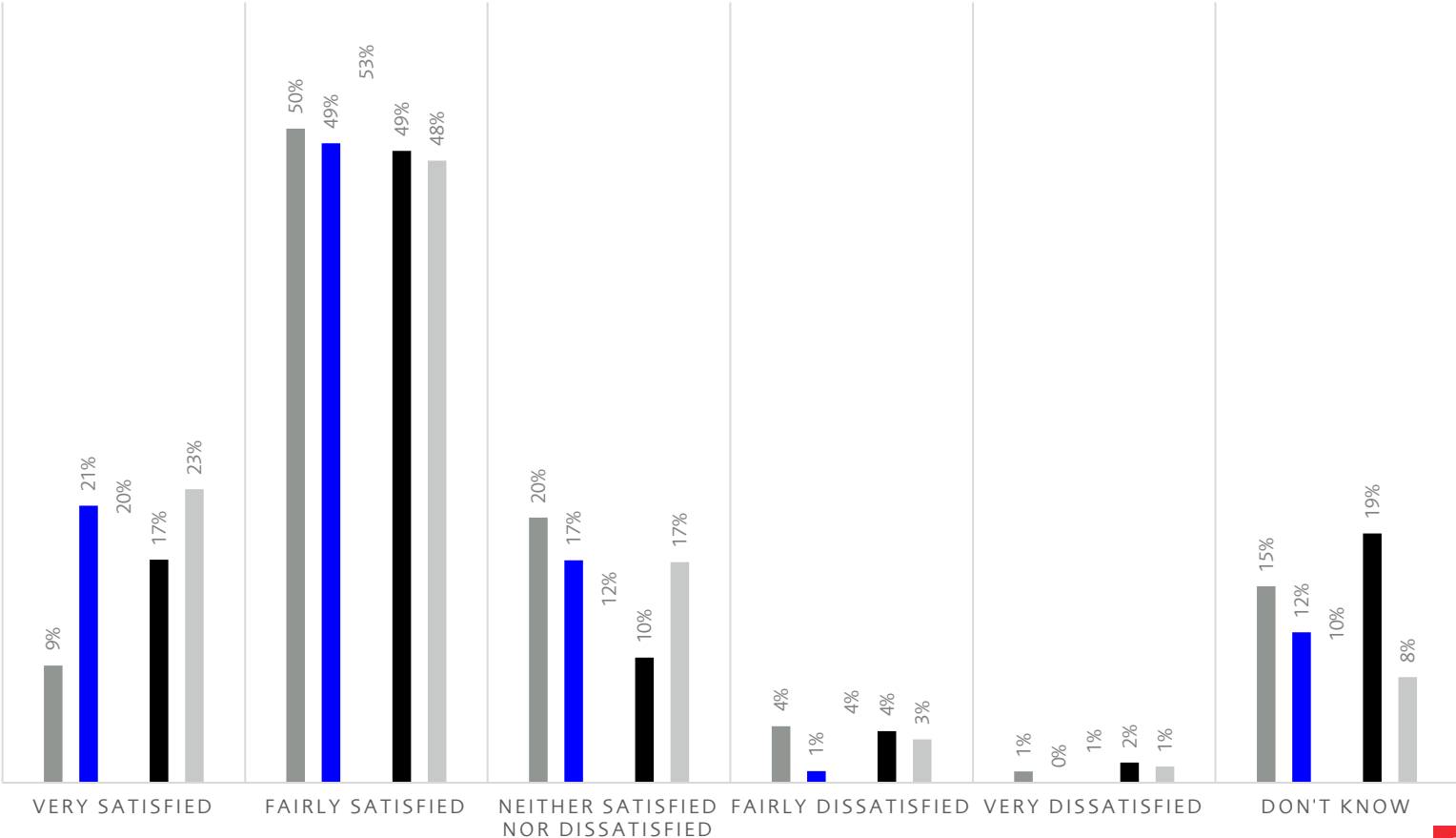


Ethnicity (in favour under 70%)

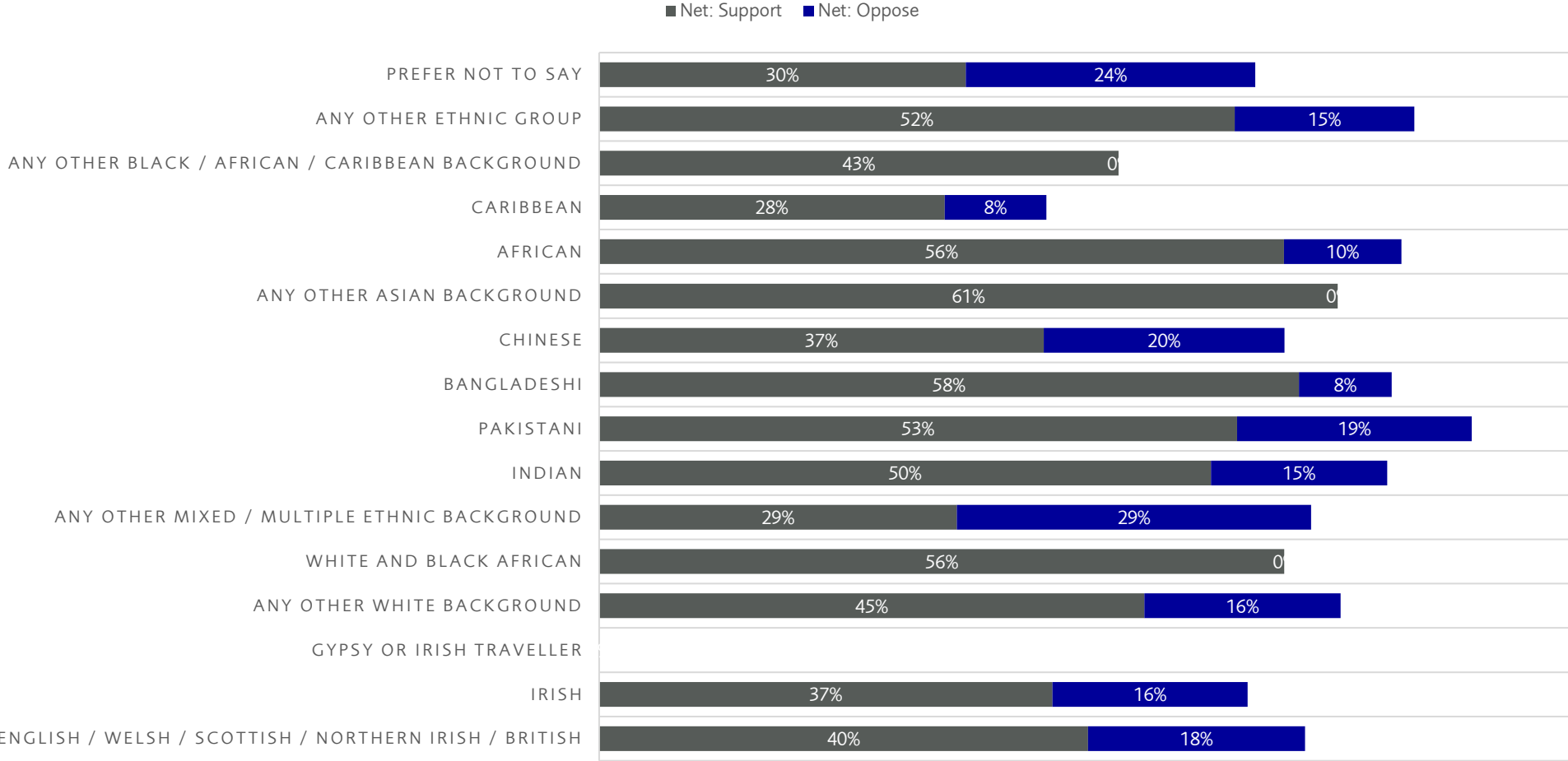
The plan sets out how LFB will allocate their resources for prevention, protection and response to reduce risk in London. Thinking about the actions you have read so far, how satisfied or dissatisfied are you that the proposed allocation of resources will address risks in London?

AGE

■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55+



The plan sets out how LFB will allocate their resources for prevention, protection and response to reduce risk in London. Thinking about the actions you have read so far, how satisfied or dissatisfied are you that the proposed allocation of resources will address risks in London?

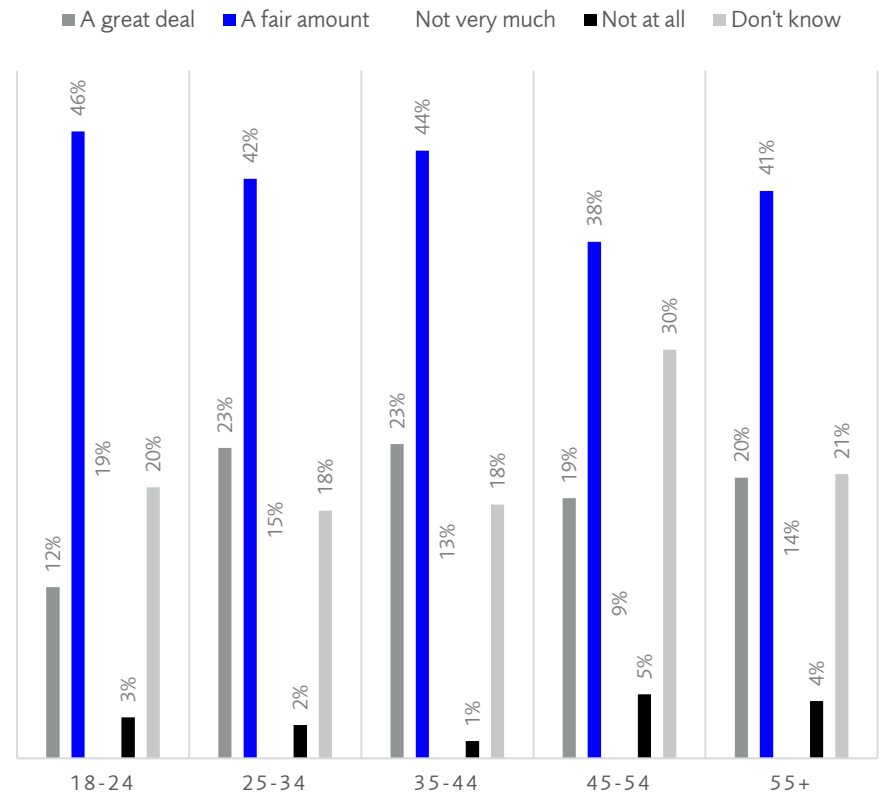
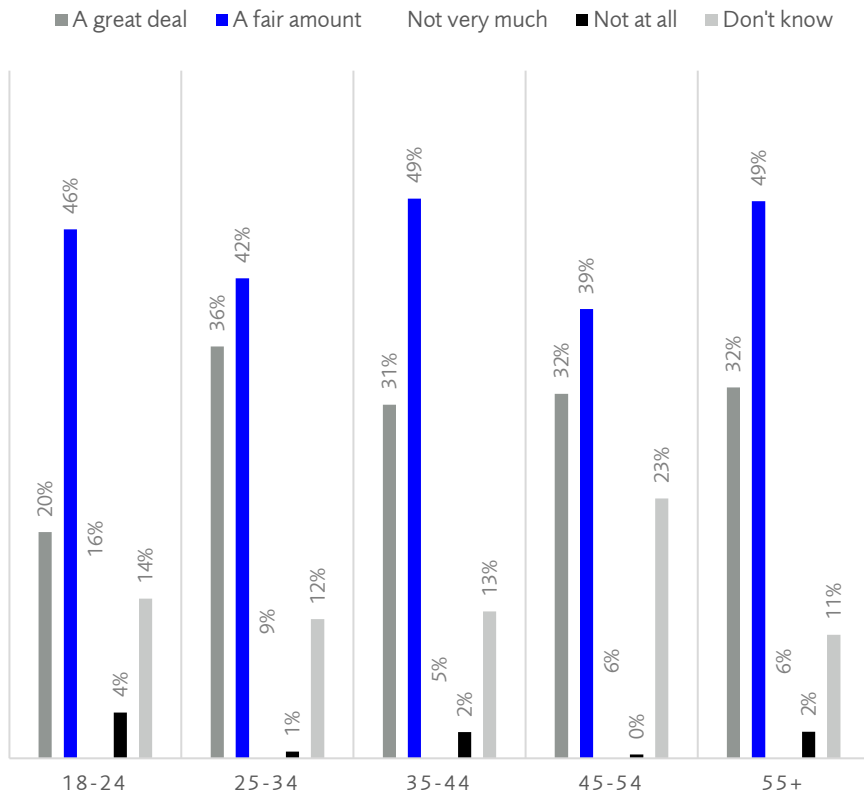


Ethnicity (in favour under 70%)

Thinking about the actions you have read so far, to what extent do you believe the plan will do each of the following?

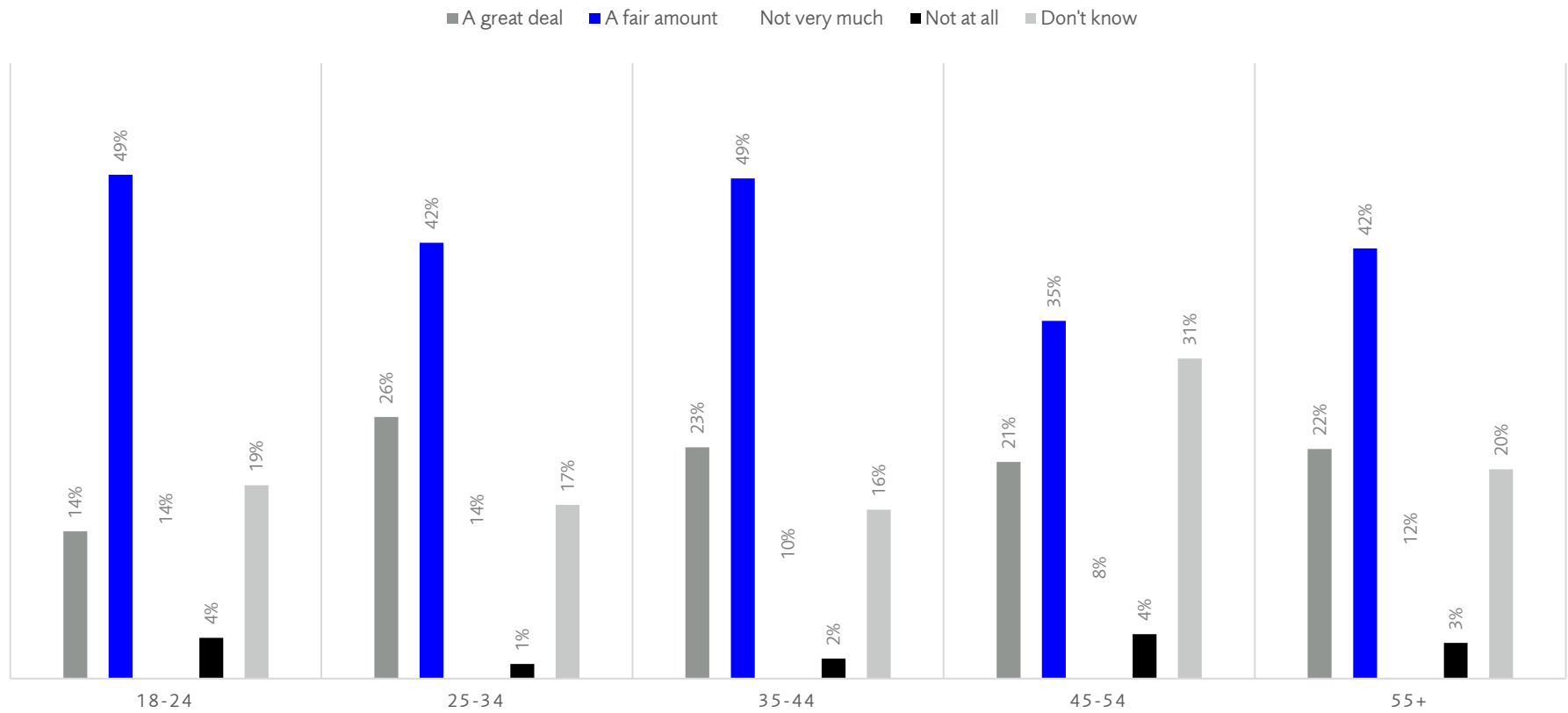
Respond to the needs of communities:

Strengthen their leadership on equality and diversity:

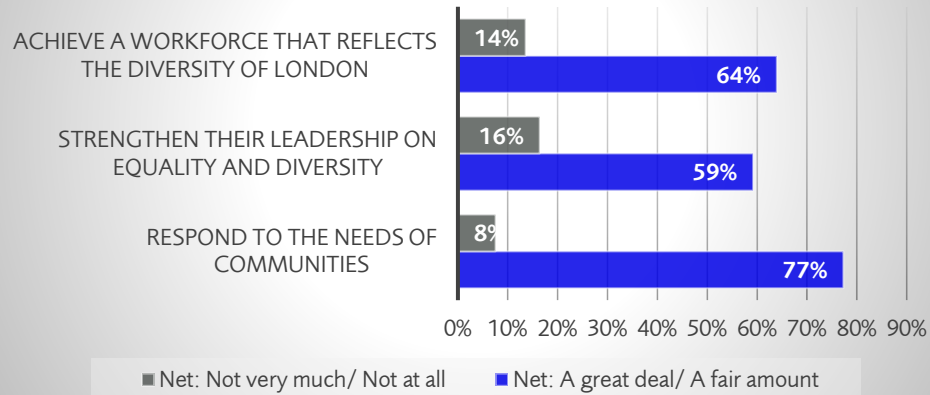


Thinking about the actions you have read so far, to what extent do you believe the plan will do each of the following?

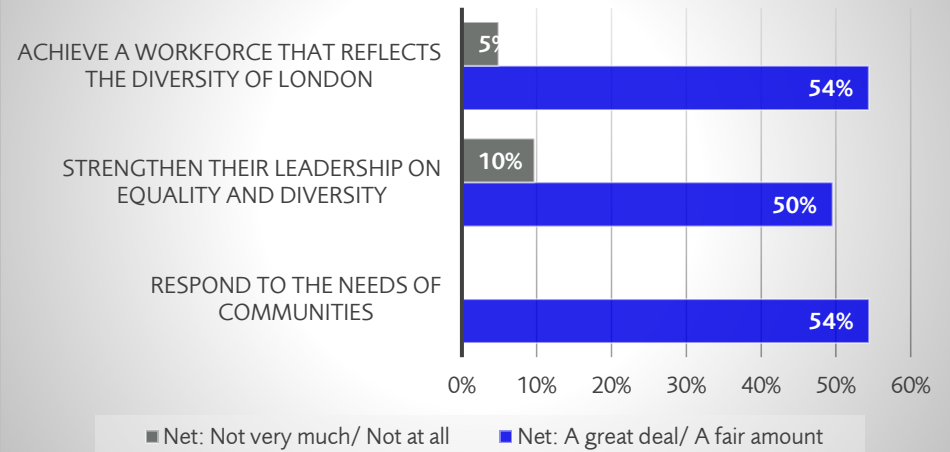
Achieve a workforce that reflects the diversity of London:



English/Welsh/Scottish/Northern Irish/British



Irish



Gypsy or Irish Traveller

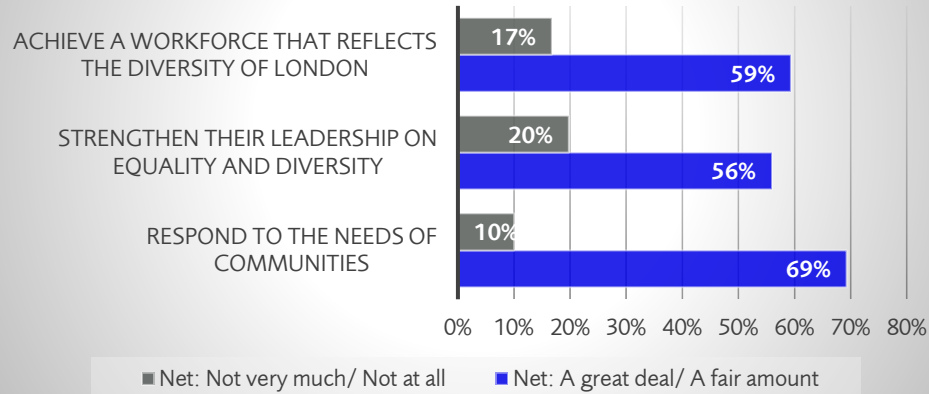


White and Black Caribbean

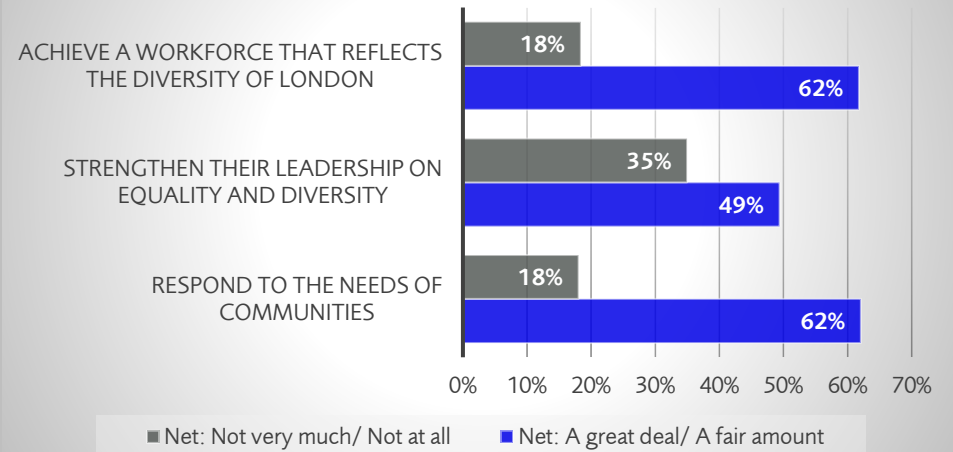


Ethnicity (in favour under 70%)

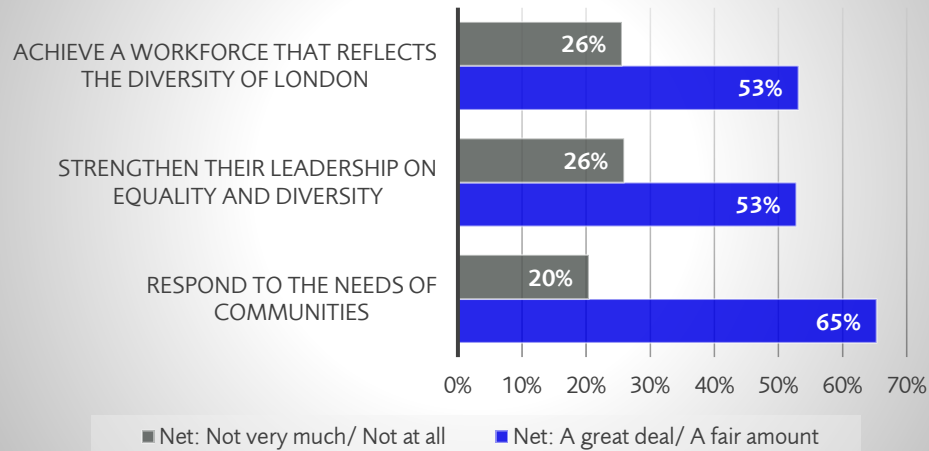
Any other Mixed/Multiple ethnic background



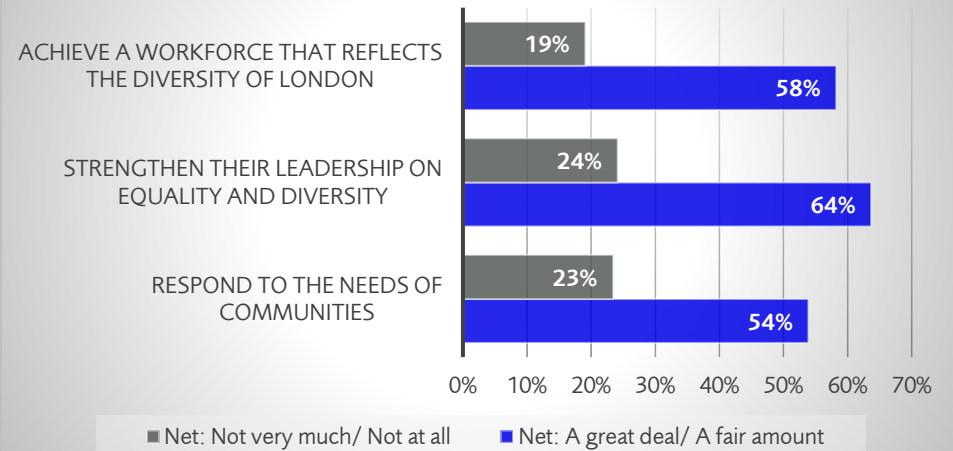
Bangladeshi



Chinese



Any other Asian background

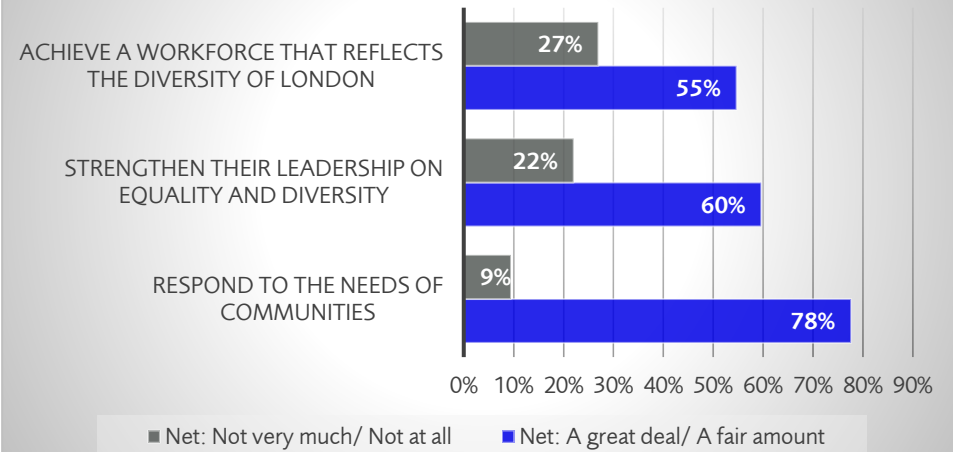


Ethnicity (in favour under 70%)

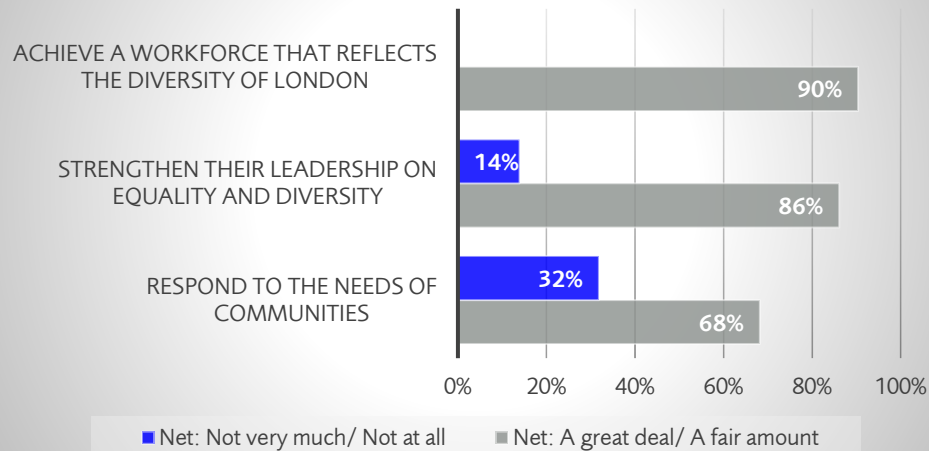
African



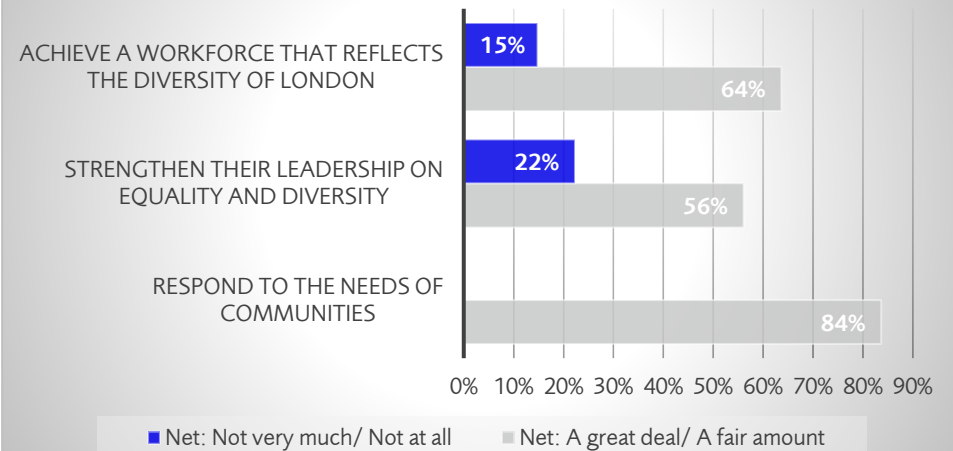
Caribbean



Arab

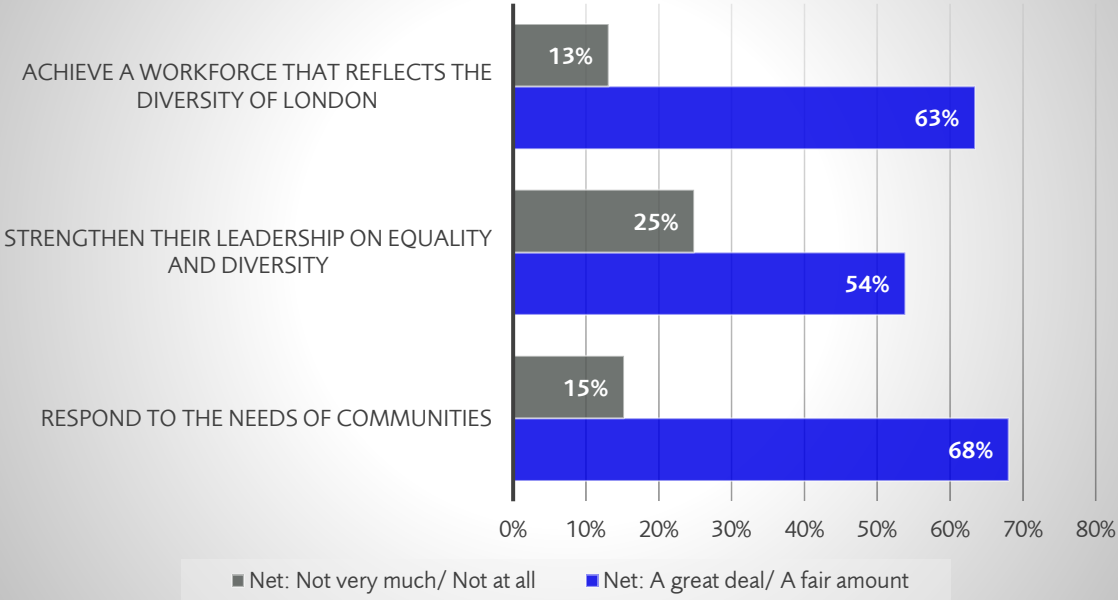


Any other ethnic group



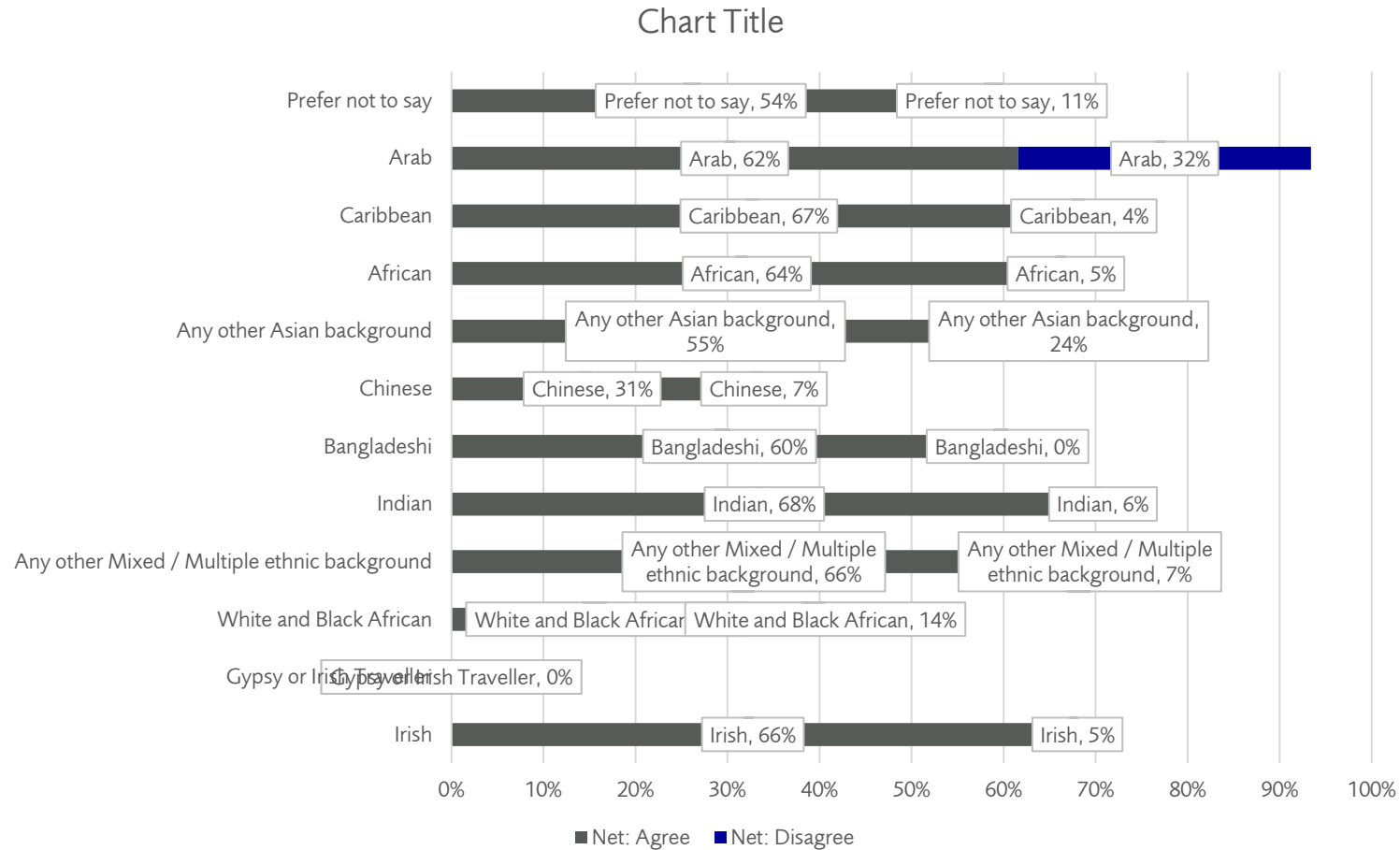
Ethnicity (in favour under 70%)

Prefer not to say



Ethnicity (in favour under 70%)

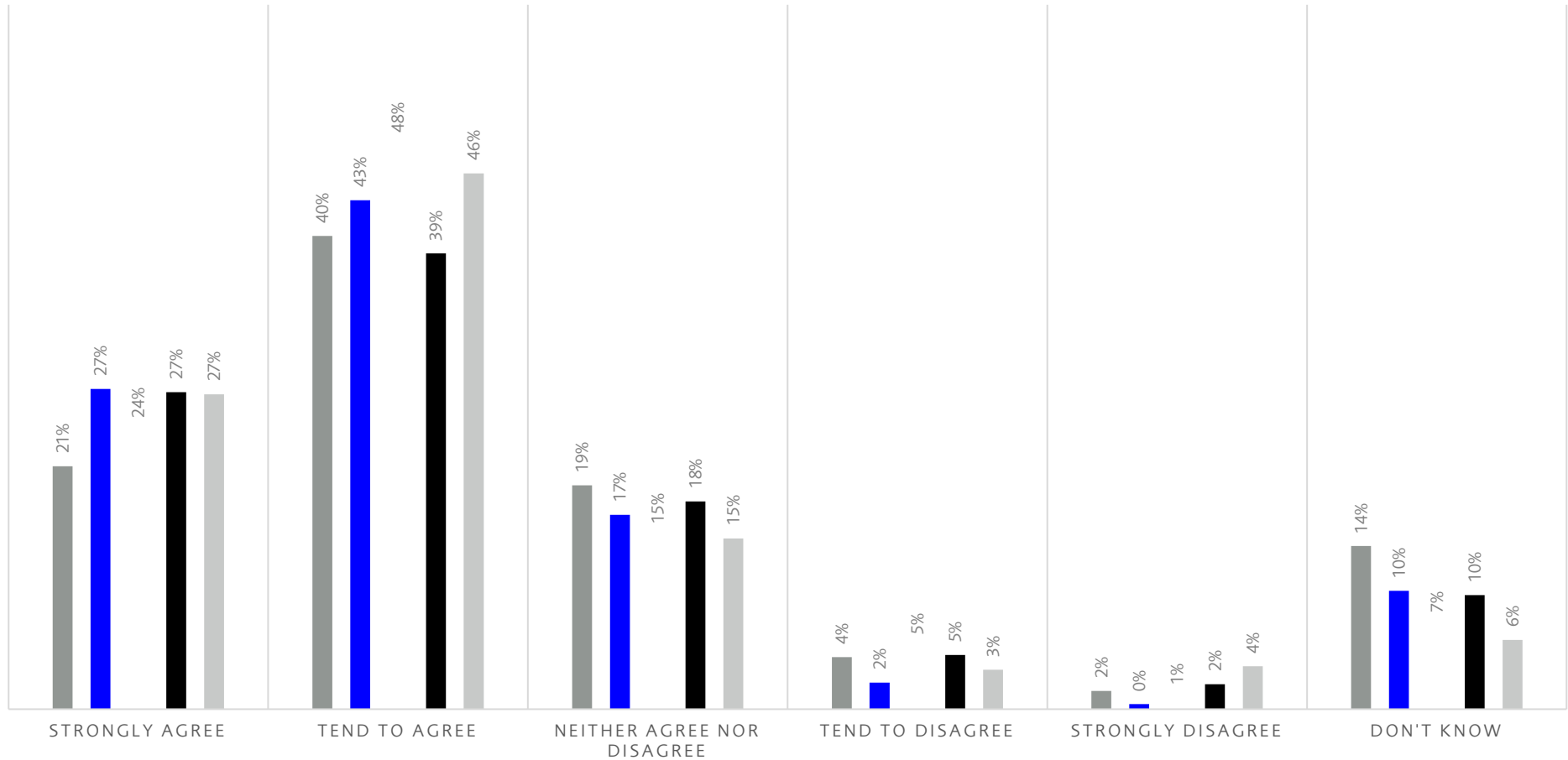
Thinking about the information you have just read, overall, to what extent do you agree or disagree that this information would provide you with a way to see if LFB are meeting their commitments to you?



Ethnicity (in favour under 70%)

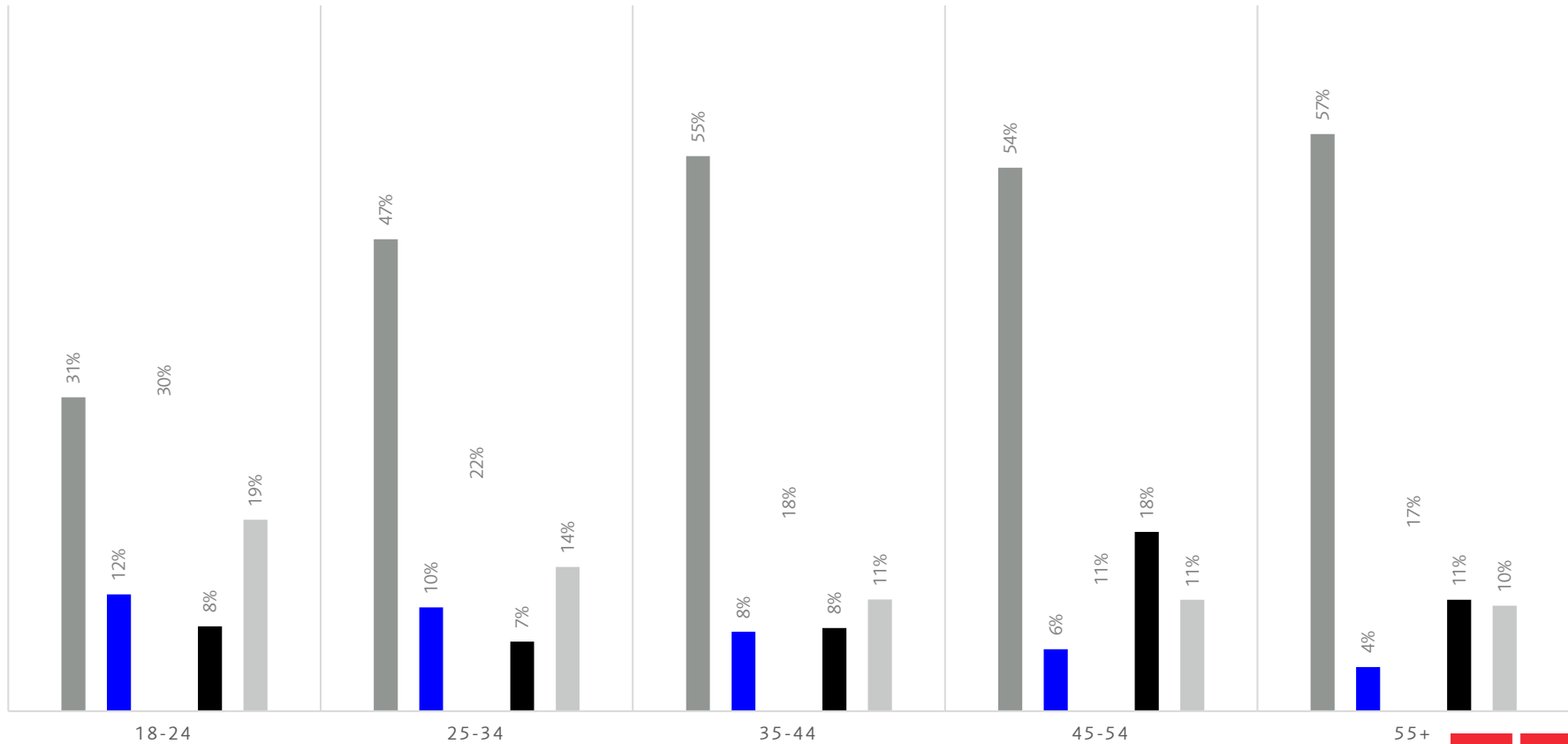
Thinking about the information you have just read, overall, to what extent do you agree or disagree that this information would provide you with a way to see if LFB are meeting their commitments to you?

■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55+

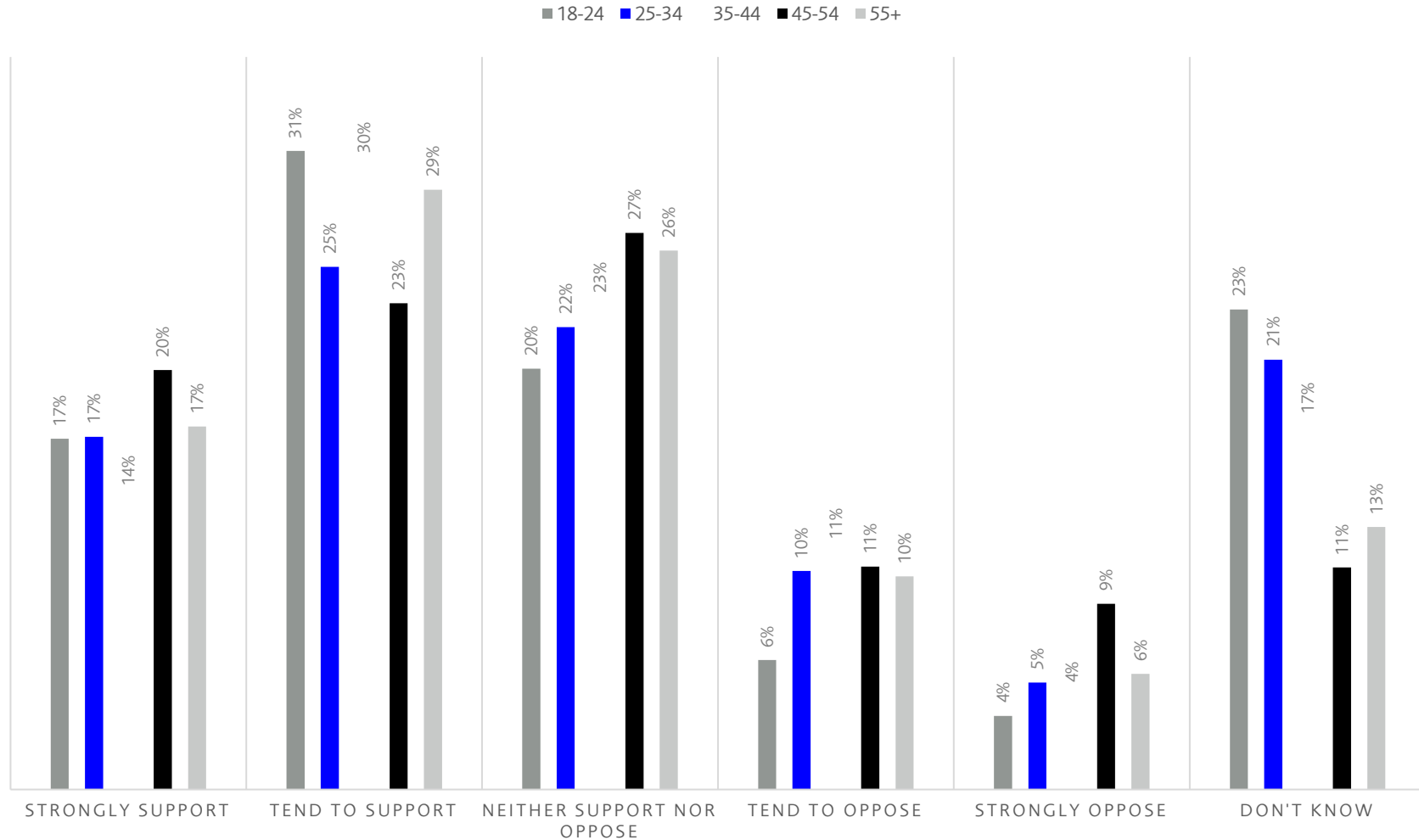


The plan sets out four targets to measure how quickly LFB arrive at incidents. If you had to choose, which one, if any, of the following do you think should be most important for LFB?

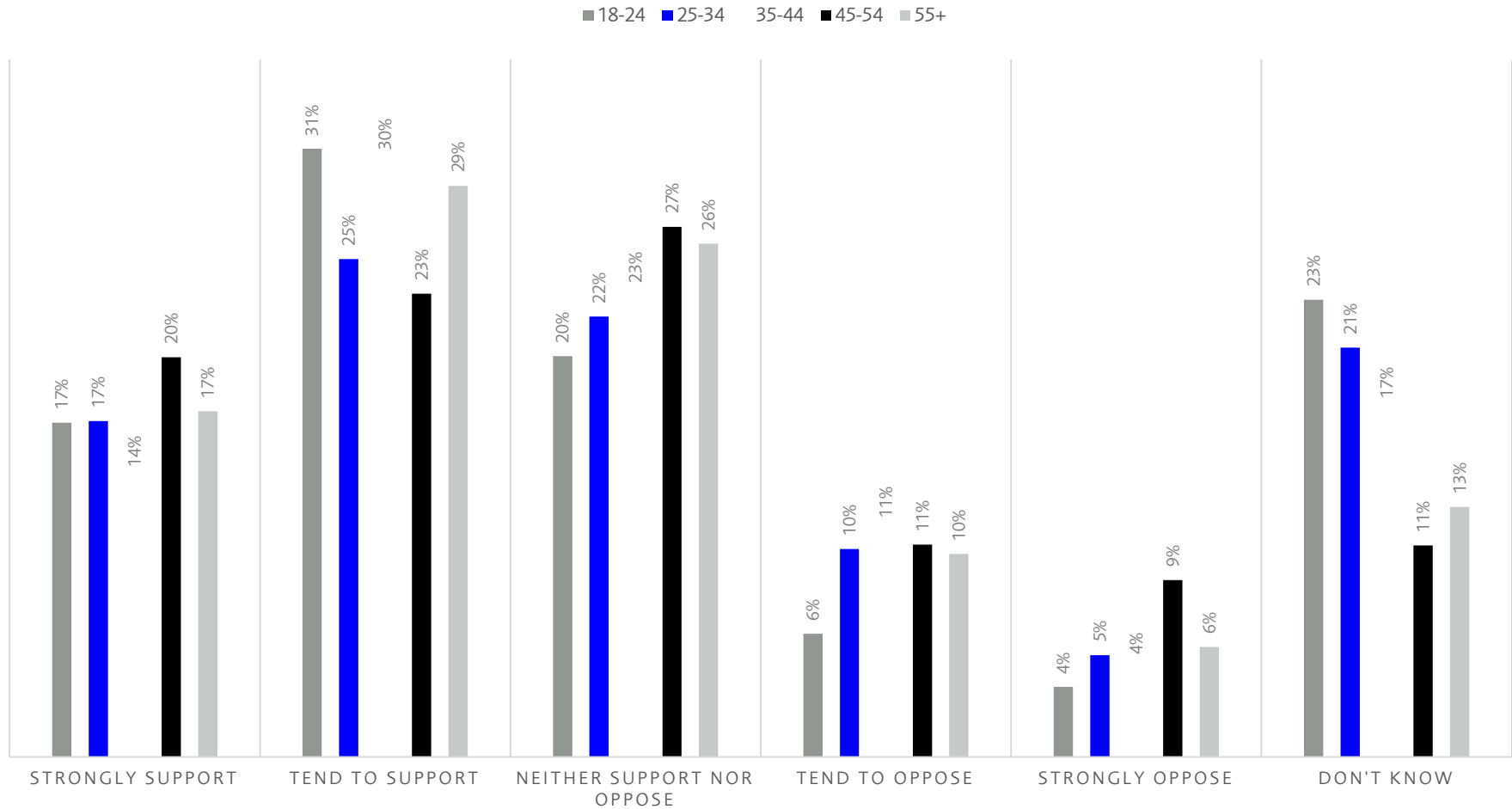
- To get the first fire engine to an incident within 6 minutes, on average
- To get the second fire engine to an incident within 8 minutes, on average
- To get a fire engine anywhere in London within 10 minutes, 90 percent of the time
- To get a fire engine anywhere in London within 12 minutes, 95 percent of the time
- Don't know



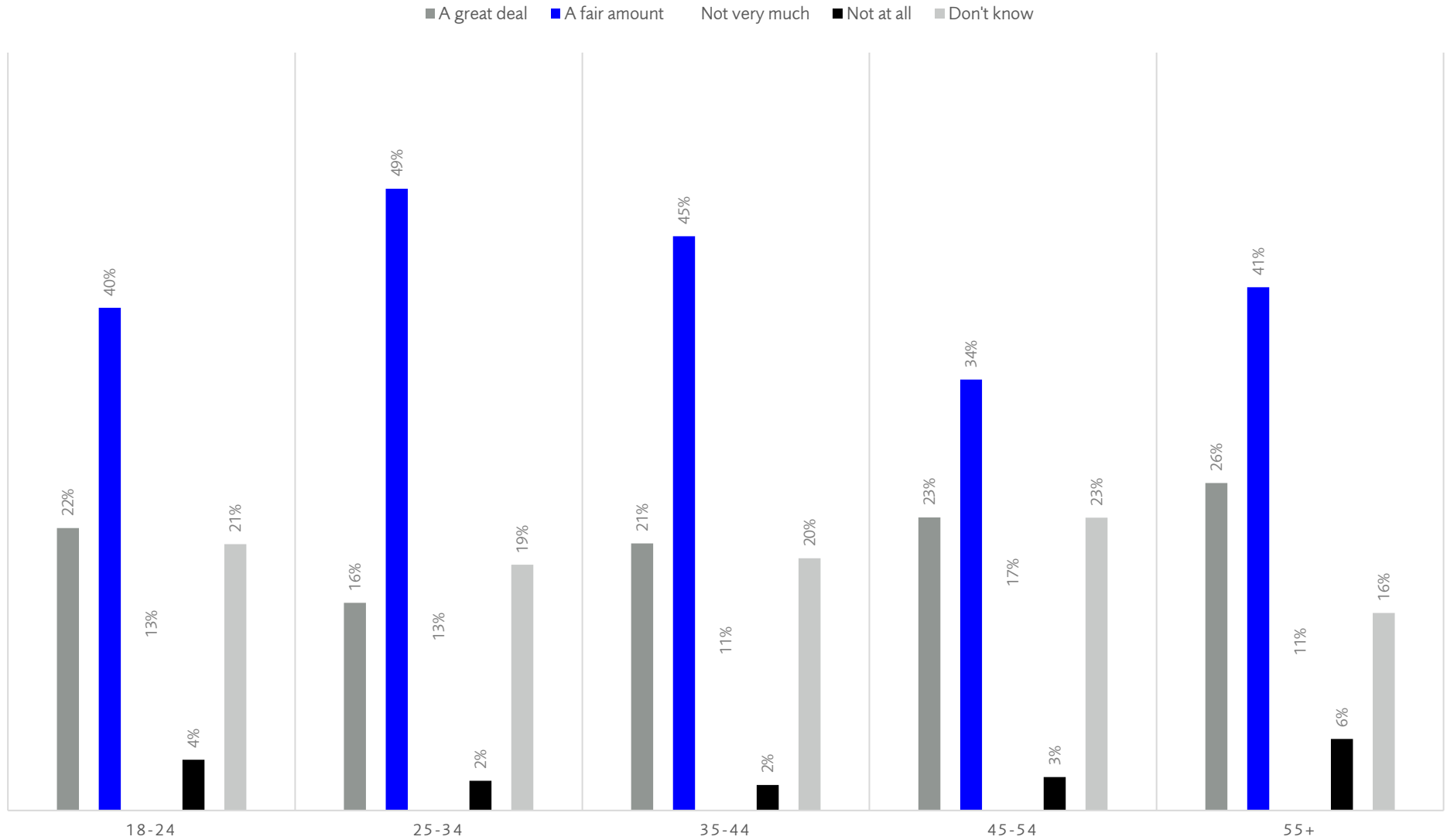
LFB are proposing the removal of the following target from the plan: "To get a fire engine anywhere in London within 12 minutes, 95 percent of the time"...To what extent do you support or oppose this change?



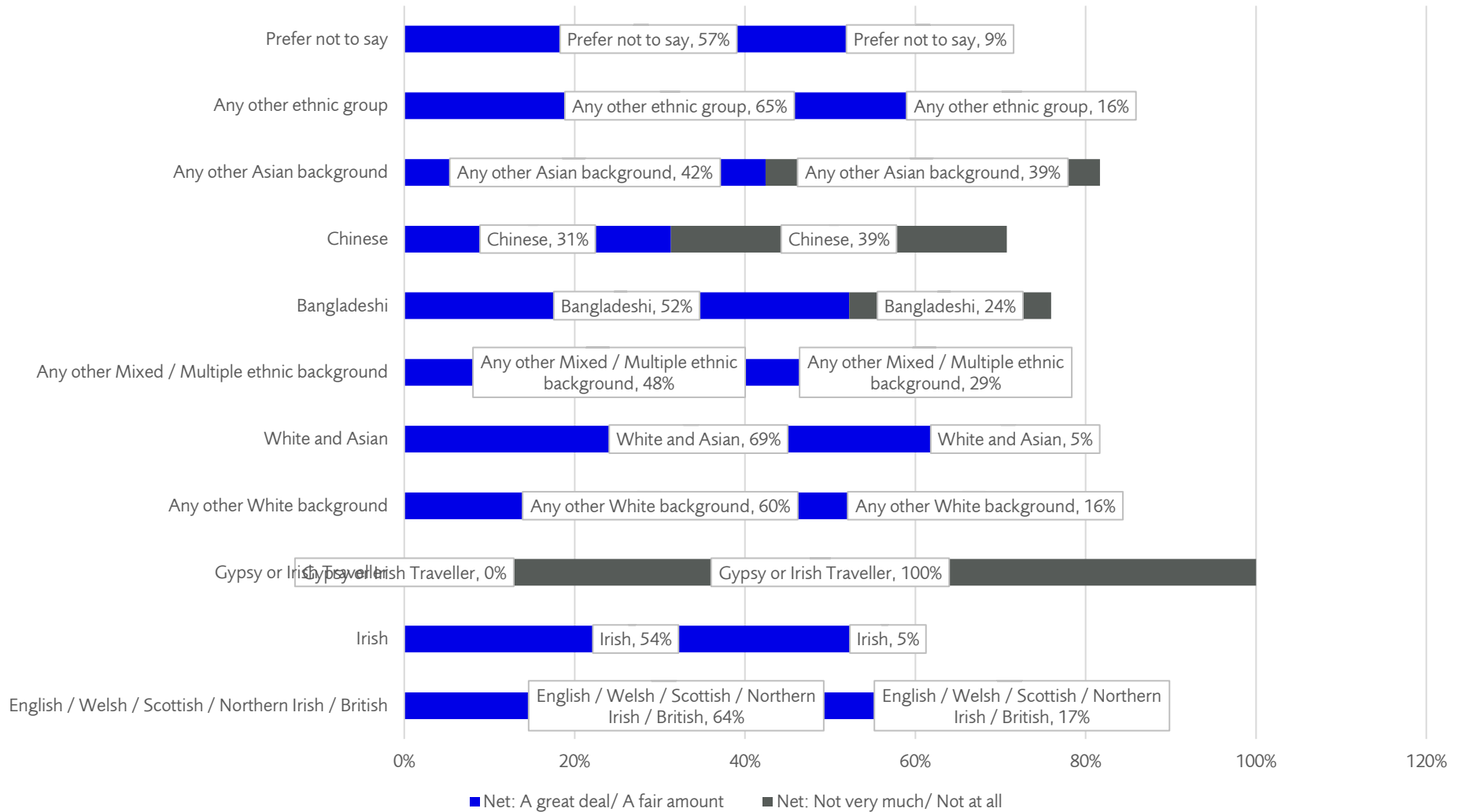
LFB are proposing the removal of the following target from the plan: "To get a fire engine anywhere in London within 12 minutes, 95 percent of the time"...To what extent do you support or oppose this change?



To what extent do you think the plan will improve your trust in LFB to serve and protect you?



To what extent do you think the plan will improve your trust in LFB to serve and protect you?



Ethnicity (in favour under 70%)

Appendix 5
2 September 2022

**Community Risk
Management Plan
Impact Assessments**

EQUALITY IMPACT ASSESSMENT

Content

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Anticipated Impact	4
Evidence	5
Consultation	8
Proposed actions	9
Appendix 1. Equalities Impact Assessment	10

EQUALITY IMPACT ASSESSMENT

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 Impact Assessment considers the anticipated impact on people who share protected characteristics of the London Community Risk Management Plan 2023 - 2025 January 2023. This plan and its supporting appendices have been through a public consultation process with the communities of London and this EIA has, where necessary been amended to take into

EQUALITY IMPACT ASSESSMENT

consideration responses received through that and the London Fire Commissioner's (LFC's) own governance processes.

7. In accordance with the UK government's Fire and Rescue Service National Framework 2018, the (LFC) is required to produce a (CRMP). This time in London it is called Your London Fire Brigade. 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 Impact Assessment (EIA) 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 comprises four new pillars and eight commitments which will transform the way the Brigade delivers its services over the life of the Plan.

Commitment 1. Community focussed. Our first commitment ensures that all communities in London have a voice and that we will act as a voice for fire and rescue related risks for all communities including those that may 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.

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.

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 annually 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.

Commitment 4. Driven by outcomes. We 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

EQUALITY IMPACT ASSESSMENT

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.

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 to monitor how diverse our workforce is and set targets so that we can measure our progress towards achieving a workforce that is representative of the London we serve. We will take positive action to recruit and promote underrepresented groups across all protected characteristics.

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.

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 are more likely to need our direct support.

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.

10. 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.

11. 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

EQUALITY IMPACT ASSESSMENT

12. 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

13. 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.

14. 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

15. 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

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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.

16. 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.
17. A further academic and professional review of the AoR was undertaken 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

18. 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 London Fire Brigade uses data obtained from the 2011 census however it should be noted that the census did not collect information on all protected characteristics.
19. 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.
20. 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.
21. 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

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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

22. 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.
23. 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.
24. We also undertook a range of face-to-face engagement with our staff at Fire Stations, in Area teams and in our Control centre.
25. The feedback gathered from these sessions was fed into the development of our Target Operating Model and the updating of our AoR.
26. 36 A second phase of consultation on the DRAFT CRMP was carried out between May and July of 2022. Public responses were collected primarily using the Talk London portal but a number of paper hard copies were also received.
27. To ensure accessibility, people were able to request paper hard copies on which to make their responses if this was their preferred method. Versions of the document in languages other than English and in easy read format were also available. Consultation responses in the form of letters and emails were also accepted.
28. Details on the proposals and how to respond were sent directly to key stakeholders, including London MPs and MEPs, Assembly Members, 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.
29. At the borough level, Borough Commanders held local community consultation session in their boroughs and held engagement sessions with key local partners in their respective boroughs to ensure they understood the proposals and made themselves available to attend scrutiny meetings.

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30. Staff were kept informed of the consultation process and were encouraged to take part using our usual internal communication channels and the TONIC response portal. Response and discussion and engagement were encouraged on Hotwire (LFB's main internal communication platform) and via staff communication from managers and officers at all levels up to and including the London Fire Commissioner. Staff could also raise questions through their line management chain, via the consultation mailbox.
31. At the midpoint of the consultation period, officers reviewed the responses received (in terms of origin of responses, not content), to identify where particular groups may be underrepresented. Digital marketing was used to encourage responses from those groups and direct contact was made with organisations representing or already communicating with these groups, asking them to publicise the consultation to encourage people to respond.

Proposed actions

32. 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.
33. 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.

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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?
Age (younger, older, or age group)	Positive	<p>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>	<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"> • 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). <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>

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<p>Disability (physical, sensory, mental health, learning disability, long term illness, hidden)</p>	<p>Positive</p>	<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 are 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 greater 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>Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	<p>Positive</p>	<p>By enhancing the way, the Brigade delivers its services so that they are flexible to a person's 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>

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		<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>Marriage / Civil Partnership (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>

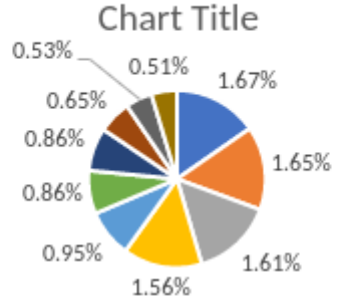
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<p>Pregnancy and Maternity</p>	<p>Positive</p>	<p>Enhancements to the way the Brigade uses its data and shares information with partners will help the Brigade to continually update its understanding or risk. This will mean that though someone who is 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 able to provide improved measures to support this group.</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 pregnancy hormones, which relax 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>
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<p>Race (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 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 first or 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"> 1. Romania – Northwest and Northeast 2. Poland – Northwest and Southeast 3. Italy – All, particularly Westminster, Kensington & Chelsea, Hammersmith & Fulham 4. India – West and Northwest, Hounslow. Northeast – Redbridge 5. France – All 6. Portugal – Outer London, Brent, and Lambeth 7. Spain – All 8. Lithuania – Outer, Greenwich 9. Bulgaria – Haringey and Newham 10. Germany – All
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			<p>Chart Title</p>  <p>A pie chart titled 'Chart Title' showing the distribution of 11 categories. The categories and their percentages are: 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%), and Germany (0.51%).</p> <table border="1"><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>Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))</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 needs and target those which may not openly engage with the Brigade's services.</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 Londoners who are Muslims or who have no religion has increased in recent years, while the proportion who are Christian has declined.</p>
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<p>Sex (men and women)</p>	<p>Positive</p>	<p>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>	<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>
<p>Sexual Orientation (straight, bi, gay, and lesbian people)</p>	<p>Positive</p>	<p>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>	<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.¹⁵ 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>

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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").

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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").

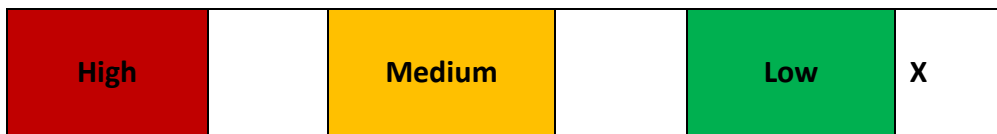
Sustainable Development Impact Assessment

The **purpose** of an SDIA is to give **as much information as possible** about potential sustainable development impacts, to demonstrate we meet related **legal requirements**, and align to related **LFB sustainability policies and targets**, and related **Mayoral strategies and targets**.

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

Community Risk Management Plan (CRMP).

Overall Sustainable Development Impact of this policy, project, decision, or activity (see instructions at end of SDIA to complete):



2. Contact details

Name of SDIA author

Department and Team

Strategy and Risk; Technical and Commercial

Date of SDIA

02/03/2022

3. Aim and Purpose

What is the aim and purpose of the policy, project, decision, or activity?

The aim of the project is to develop a new Community Risk Management Plan (CRMP) formerly known as London Safety Plan and in many other fire rescue services an integrated risk management plan (IRMP).

We are required by the Fire and Rescue National Framework for England to produce an integrated risk management plan (IRMP). We will be referring to our integrated risk management plan as a *community risk management plan (CRMP)*, in accordance with the National Fire Chiefs Council, which has adopted the term as a generic name for the risk plans required by fire and rescue services across the UK.

This SDIA is aimed at assessing the potential impacts, positive, neutral, and negative that relate to the sustainable development targets, strategies, and policies of the LFC and Mayor of London.

Our CRMP will:

Sustainable Development Impact Assessment

	<p>Be framed by our purpose (trusted to serve and protect London), as defined in the Transformation Delivery Plan (TDP);</p> <p>Set out our strategy for delivering the Target Operating Model (TOM) that will achieve the vision described in the TDP by 2026;</p> <p>Be service-led and co-created with communities and staff;</p> <p>Incorporate the intentions in the TDP into the changes required to achieve the vision (so the CRMP will replace both the TDP and the LSP 2017);</p> <p>Incorporate the improvements needed in response to the learning from the Grenfell Inquiry and HMI recommendations;</p> <p>Set out the case for our budget requirements.</p>
<p>Who is affected by this work (all staff, specific department, wider communities?)</p> <p>What consultation has taken place to support you to predict the Sustainable development impacts of this work?</p>	<ul style="list-style-type: none"> • The communities of London • Partner agencies and organisations. • All Staff groups, operational, FRS, Control etc. • Neighbouring six FRSs.

Sustainable Development Impact Assessment

What we know about sustainable development risks in London?

The table below sets out the themes as identified in the LFC's sustainable development framework, headline performance of those themes in London, and where measured the LFCs performance.

4. Sustainable Development considerations: the SDIA must be based on evidence and information.	
<p>Low air emissions from vehicles and travel</p> <p>The quality of London's air is poor and damaging pollutants harm human health and quality of life. Annually over 9,000 Londoners' lives end sooner than they should because of air pollution. The main sources of emissions are from: transport, heating systems, construction.</p> <p>14% of LFBs fleet was zero emission capable. By 2030 the aspiration is that 100% of the fleet is zero emission capable. This is according to the Mayor's plan, we work to support</p>	<p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy</p> <p>LFB Sustainable Development Annual Report 2020/21</p>
<p>Reduced consumption of resources</p> <p>Reservoir levels in London are down, although within historically normal fluctuations: Lower Lee 86%, Lower Thames, 91%. England, particularly the southeast is predicted to have significant supply deficits by 2050, without reduced demand from the average of 140L per day.</p> <p>At the time of writing. London is experiencing a substantial drought.</p> <p>LFB consumes 117km³ of water at its premises in the average year. With some 5,800 staff, this equates to 20m³ per employee or 55L per day.</p>	<p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals pg31</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/709924/State_of_the_environment_water_resources_report.pdf</p> <p>LFB Sustainable Development Annual Report 2020/21</p>
<p>Waste minimisation</p> <p>London produces 7million tonnes of waste from London's homes, public buildings, and businesses, with only 41 per recycled. Landfill capacity is set to run out by 2026.</p> <p>LFB produced 828 tonnes of waste and recycled 65% No general waste went to landfill.</p>	<p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy</p> <p>LFB Corporate Digest</p> <p>LFB Sustainable Development Annual Report 2020/21</p>

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<p>Low carbon buildings and equipment</p> <p>The threat of climate change is described as catastrophic for a rise of 2°C. Science based targets aiming to limit global warming to 1.5°C, require global net zero carbon to be achieved between 2030-2052, with the earlier date providing a greater degree of confidence. Current global emissions are on track for 3°C warming. Science research has identified.</p> <p>London is expected to have more frequent and severe flooding, increased drought and threatened water resources, and increased risk of overheating for buildings and infrastructure. The most vulnerable are expected to be least able to respond and recover.</p> <p>The previous target of 60% reduction of carbon from 1990 levels by 2050. It was announced in 2021 that there is a new target of Net Zero Carbon by 2030.</p> <p>LFB’s carbon emissions reduction was reported as 57.9% since 1990 levels.</p>	<p>https://www.ipcc.ch/sr15/</p> <p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy</p> <p>LFB Performance Report LFB Sustainable Development Annual Report 2020/21</p> <p>GLA Pathways to Net Zero Carbon by 2030</p>
<p>Protecting the natural environment</p> <p>London has 36 legally protected Sites of Special Scientific Interest, 29 of which are designated for their biological interest and 7 for their geological interest. 34% of the SSSIs are considered favourable, 55% recovering, 4% unfavourable, 6% declining, 0.1% partially destroyed, 0.1% destroyed.</p> <p>48-51% of London is green and blue space, providing health and environmental benefits. Public parks and green spaces provide services, such as the improvement of public health, that are valued at £5bn per year, with each £1 spent on public green space providing at least £27 of economic value. London’s approximately eight million trees provide at least £133m of economic benefits a year by removing pollution, storing carbon, and reducing surface water flooding.</p> <p>LFB does not have a performance metric related to this theme.</p>	<p>https://designatedsites.naturalengland.org.uk/</p> <p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals_pg35</p> <p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy</p>

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<p>Adapting to a Changing Climate</p> <p>London is expected to suffer from more intense storms, increased risk of flooding, especially surface water flooding, increased risk of drought and water shortages, increased heat waves, and compromised access to clean water because of a changing climate.</p> <p>LFB does not have a performance metric related to this theme.</p>	<p>https://www.london.gov.uk/what-we-do/environment/london-environment-strategy</p>
<p>Pollution prevention</p> <p>The health of London’s water bodies is a concern, they are rated as Good: 1, Moderate: 32, Poor:5, Bad:3.</p> <p>LFB does not have a performance metric related to this theme.</p>	<p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals pg31</p>
<p>London Living Wage</p> <p>In London there is a long-term trend of in-work poverty, where wages do not reflect the true cost of living. 28% of Londoners live in relative poverty, with 17% of people facing persistently low incomes, despite a long-term reduction in unemployment rates prior to Covid-19, as well as a steady rise in zero-hours contracts to 2.5%. Covid-19 eroded the financial stress, placing 4.2m more people in the UK in serious financial stress (running out of money by the end of the week). Universal Credit claims in London doubled between March and November; however, the poorest boroughs saw around five times more new claims than the wealthiest.</p> <p>138 Contractors staff working at LFB properties were paid the LLW in 2020/21. No LFB staff are on pay rates below the LLW.</p>	<p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals pg40-41</p> <p>LFB Corporate Digest LFB Sustainable Development Annual Report 2020/21</p>
<p>Skills and employment</p> <p>London’s unemployment rate is 5.3%, and the ratio of income inequality between the top and bottom deciles of household income is 10.</p> <p>LFB had 237 staff and 11 supply chain apprenticeship starts in 2020/21.</p>	<p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals pg32</p> <p>LFB Corporate Digest LFB Sustainable Development Annual Report 2020/21</p>
<p>Financial sustainability</p>	

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<p>The Mayor of London’s budgets for 2020-2022 were repurposed to identify savings of £493, based on the most likely scenario of income losses.</p> <p>LFB achieved the Mayor’s financial savings target of £3.4m for 2020/21, set prior to the Mayor’s review of the budget in light of the impact of COVID-19.</p>	<p>https://www.london.gov.uk/sites/default/files/mayors_final_budget_2021-22.pdf pg4</p> <p>LFB Financial Position</p>
<p>Ethical trade</p> <p>The Global Slavery Index estimates the number of victims of modern slavery in the UK at 136,000. Key risk sectors for public procurement are construction, electronics, and the service sector.</p> <p>LFB does not have a performance metric related to this theme.</p>	<p>https://www.globalslaveryindex.org/2018/methodology/prevalence/ UK government modern slavery statement</p>
<p>Whole life costing</p> <p>This is a process to reduce impacts, and not a risk.</p>	
<p>Protecting the built environment and heritage</p> <p>There are 618 Grade I heritage and 1478 Grade II* and 17335 Grade II listed buildings in London.</p> <p>LFB does not have a performance metric related to this theme.</p>	<p>https://historicengland.org.uk/</p>
<p>Procuring innovation</p> <p>This is a process to reduce impacts, and not a risk.</p>	
<p>Equality and diversity of staff</p> <p>This section is addressed in detail through the Equalities Impact Assessment.</p>	
<p>Understanding and responding to the communities we serve</p> <p>This is a process to reduce impacts, and not a risk.</p>	
<p>Supply chain diversity</p> <p>Covid has impacted people from Black, Asian and minority ethnic (BAME) communities, women, and those with low incomes the hardest. In London disabled people are twice as likely to be unemployed (8.2%), Black men are three times as likely to be unemployed (11%). The mean gender pay gap is 20.4%.</p>	<p>https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/our-work-un-sustainable-development-goals pg50</p> <p>https://www.gov.uk/government/statistics/business-population-estimates-2019/business-population-estimates-for-</p>

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<p>98% of UK businesses are SMEs, accounting for 60% of employment, London has some 1.1m businesses of which 99% are SMEs.</p> <p>LFBs spend with SME's was last reported as 41.3%.</p>	<p>the-uk-and-regions-2019-statistical-release-html</p> <p>LFB Performance Report</p>
<p>Staff health, Safety and Wellbeing</p> <p>A Health & Safety at Work Impact Assessment HSWIA has been conducted to support the CRMP and is included as an appendix.</p> <p>LFB reported 56 RIDDOR events, and 5.6% of shifts/days lost to sickness by operational staff.</p>	<p>H&S at Work Impact Assessment</p> <p>LFB Performance Report</p>

SDIA Signed off	
Name of SDIA author	
Department and Team	Strategy and Risk; Technical and Commercial
Date of SDIA	02/03/2022
First Sign off Date	

What do we know about the CRMP proposals?

5. Assessing Sustainable Development Impacts – LFB/London			
Use this section to record the impact the proposals might have on improving the sustainability of London.			
Sustainability theme	Impact: positive, neutral, or adverse	Reason for the impact	What information have you used to come to this conclusion?
Environment and Climate Change			
Low air emissions from vehicles and travel	The plan aspires to improve sustainability and support the Mayor’s aspirations for London. Until we work through each initiative, it will be difficult to be certain about	CRMP is an overarching strategy which sets out to support the Mayor’s ambitions for sustainability and the environment’ and recognises concerns expressed by the public about climate change and the impact it may have on their safety.	There are several proposals in the plan that it is hoped will improve our sustainability performance but that the specifics of each initiative cannot be assessed in detail at this time. A sustainability Impact Analysis, like this, is expected at the start of all initiatives and that is where the management of any negative impact of our proposals will be considered and managed.
Reduced consumption of resources			
Waste minimisation			
Low carbon buildings and equipment			
Protecting the natural environment			
Adapting to a Changing Climate			
Pollution prevention			
Economic Value			
London Living Wage			
Skills and employment			

Financial sustainability	the impact of that initiative		
Ethical trade			
Whole life costing			
Protecting the built environment and heritage			
Procuring innovation			
Equality and Inclusion			
Equality and diversity of staff			
Understanding and responding to the communities we serve			
Supply chain diversity			
Staff health, safety, and Wellbeing			

7. Relevant legal requirements, policies, targets, and strategies	
How does this work help LFB to:	
Modern Slavery Act	Reduce the risk of modern slavery in the LFCs supply chain, in particular assurance of compliance by Large Suppliers with a turnover of £36m+, and their provision of an annual modern slavery statement.
Social Value	Consideration of how social, economic, and environmental social value can be delivered through procurement.
London Environment Strategy	Sets out a range of policy areas that LFB is expected to contribute to as detailed in the Single Environment Plan for actions to 2025, in particular:
Air Quality – LES Targets	<ul style="list-style-type: none"> all cars in GLA group support fleets being zero emission capable by 2025;

	<ul style="list-style-type: none"> • all new cars and vans (less than 3.5 tonnes) in GLA group fleets, including response vehicles, being zero emission capable from 2025; • all heavy vehicles (greater than 3.5 tonnes) in GLA group fleets being zero emissions capable or fossil fuel-free from 2030; • zero emission GLA fleets by 2050.
Green infrastructure - LES	<ul style="list-style-type: none"> • To manage our estate in a way that delivers net gain for biodiversity through implementing sustainable drainage systems, planting trees and gardens, and installing green roofs
Climate Change mitigation and energy - LES	<ul style="list-style-type: none"> • Reduce our CO2 emissions by 60% from 1990 levels by 2025 • Achieve Net Zero CO2 by 2030
Waste - LES	<ul style="list-style-type: none"> • By 2026 no biodegradable or recyclable waste sent to landfill. • Cutting waste and achieving recycling rates of 65% by 2030 • Reducing single use packaging
Adapting to climate change - LES	<ul style="list-style-type: none"> • Ensure that we have the capacity to respond to the challenges posed by climate change

8. Mitigating and justifying impacts		
Where an adverse impact has been identified, what steps are being taken to mitigate it? If you are unable to mitigate it, is it justified ?		
Theme	Action being taken to mitigate or justify	Lead person responsible for action
CRMP is an overarching strategy which sets out to support the Mayor's ambitions for sustainability and the environment' and recognises concerns expressed by the public about climate change and the impact it may have on their safety.	There are several proposals in the plan that it is hoped will improve our sustainability performance but that the specifics of each initiative cannot be assessed in detail at this time. A sustainability Impact Analysis, like this, is expected at the start of all initiatives and that is where the management of any negative impact of our proposals will be considered and managed.	This will be the relevant head of service responsible for the initiative.

SDIA Signed off	
Name of SDIA author	
Department and Team	Strategy and Risk; Technical and Commercial
Date of SDIA	
Second Sign off Date	

Now complete the RAG rating at the top of page 1:

High: as a result of this SDIA 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 SDIA 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 SDIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Health, Safety and Welfare Impact Assessment

Part 1: Project/Policy description

Name or Title of Policy/Project and Reference Number (if available):
<i>Please attach the policy documents to the HSWIA</i> Community Risk Management Plan
Purpose of Policy/Project:
<p><i>Provide a brief description</i></p> <p>The aim of the project is to develop a new Community Risk Management Plan (CRMP) formerly known as London Safety Plan and in many other fire rescue services an integrated risk management plan (IRMP).</p> <p>We are required by the Fire and Rescue National Framework for England to produce an integrated risk management plan (IRMP). We will be referring to our integrated risk management plan as a community risk management plan (CRMP), in accordance with the National Fire Chiefs Council, which has adopted the term as a generic name for the risk plans required by fire and rescue services across the UK.</p> <p>Our CRMP will:</p> <ul style="list-style-type: none"> Be framed by our purpose (trusted to serve and protect London), as defined in the Transformation Delivery Plan (TDP); Set out our strategy for delivering the Target Operating Model (TOM) that will achieve the vision described in the TDP by 2026; Be service-led and co-created with communities and staff; Incorporate the intentions in the TDP into the changes required to achieve the vision (so the CRMP will replace both the TDP and the LSP 2017); Incorporate the improvements needed in response to the learning from the Grenfell Inquiry and HMI recommendations; Set out the case for our budget requirements.

Part 2: Risk assessment

Have Health and Safety risks associated with your project/policy been considered?	Yes	No
<i>(Health and safety risks associated with the release of a new policy or project must be considered at an early stage of the project or policy development and might be subject to consultation. Consider early staff-side involvement)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Have you identified significant hazards and or health and safety risks?	Yes	No
<i>(A risk assessment is required if the policy or project has hazards that introduce significant risks of injury or ill health to employees and/non LFB employees that require risk reduction measures)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Health, Safety and Welfare Impact Assessment

1. If significant H&S risks were identified:
 - a. Record the findings of the risk assessment using the appropriate LFB risk assessment form and following the guidance provided in PN673 Risk assessment procedure.
 - b. Submit the HSWIA and risk assessment to Health and Safety for review and consultation with staff side at BJCHSW.
2. If no significant risks were identified during the risk assessment process, it is not necessary to record the finding of the risk assessment. Please submit the HSWIA to Health and Safety for review.

Comments:

Health and Safety risks have been considered, however as this programme will not be making changes to policy this box has remained unchecked. Any subsequent changes to policy following this CRMP should require their own specific HSWIA.