

**OUR PLAN
TO KEEP
LONDON
SAFE**

**YOUR
LONDON
FIRE
BRIGADE
2023–2029**

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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."

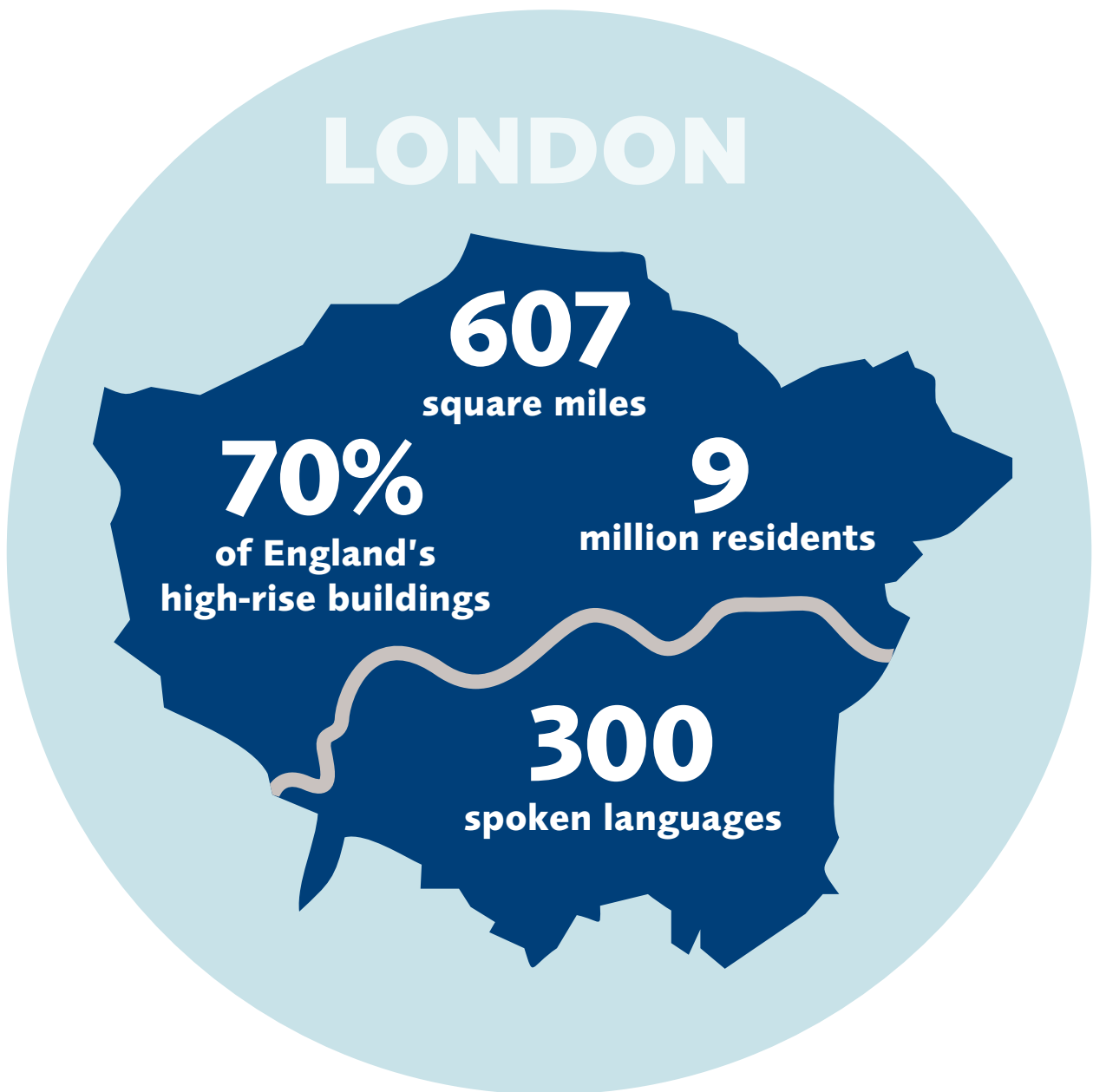
"After each incident, I would like information on what LFB can do to support me, what I can do to help myself and what can we do together."

"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



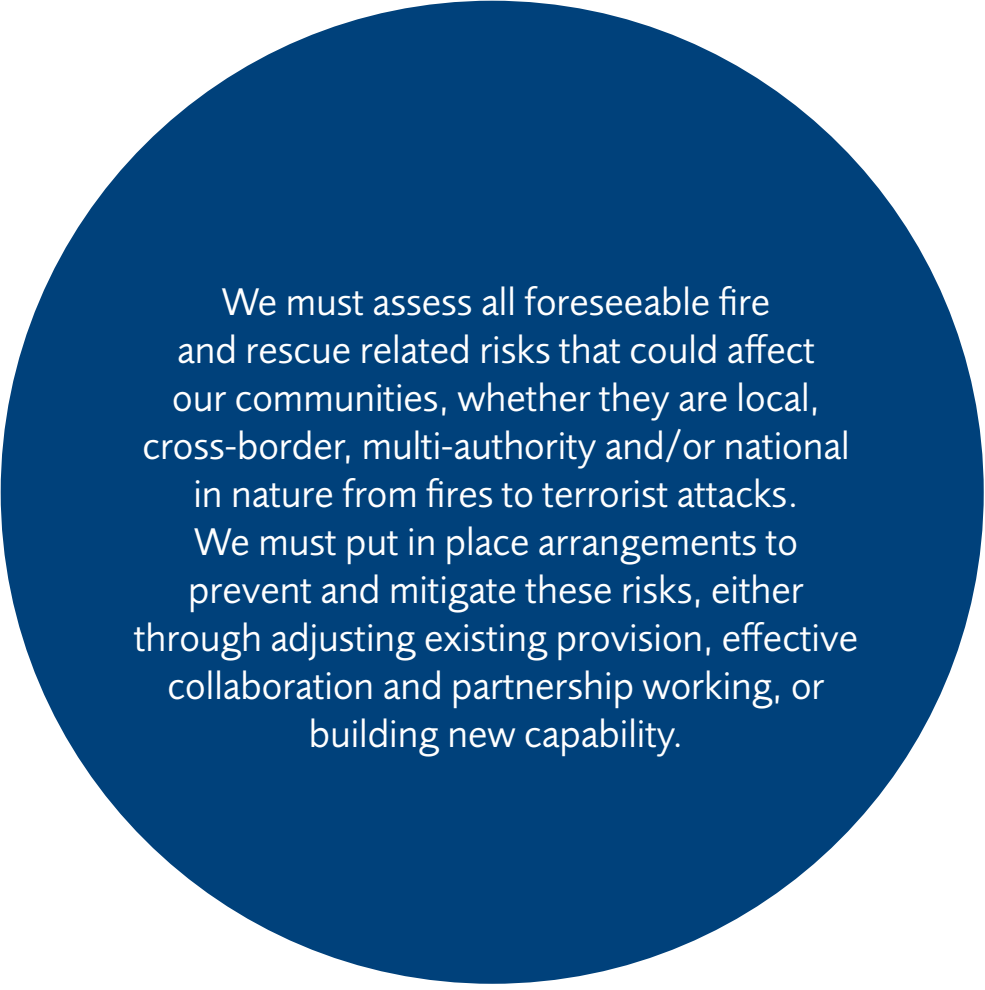
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Operations Support Centre, 2 breathing apparatus satellite charging hubs, 6 operational support vehicles, 3 bulk foam vehicles and 3 hose layers



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





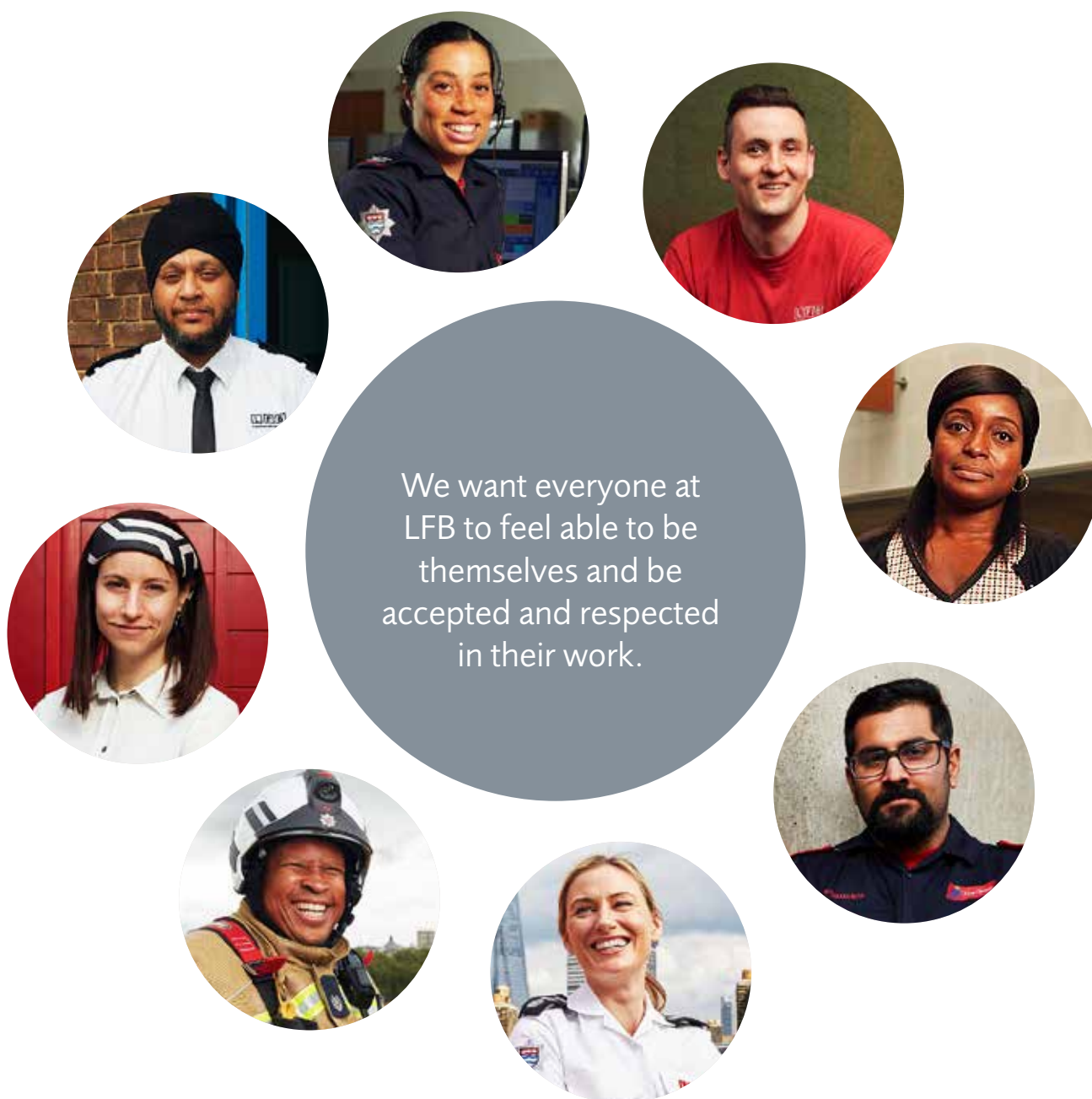
We must assess all foreseeable fire and rescue related risks that could affect our communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. We must put in place arrangements to prevent and mitigate these risks, either through adjusting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

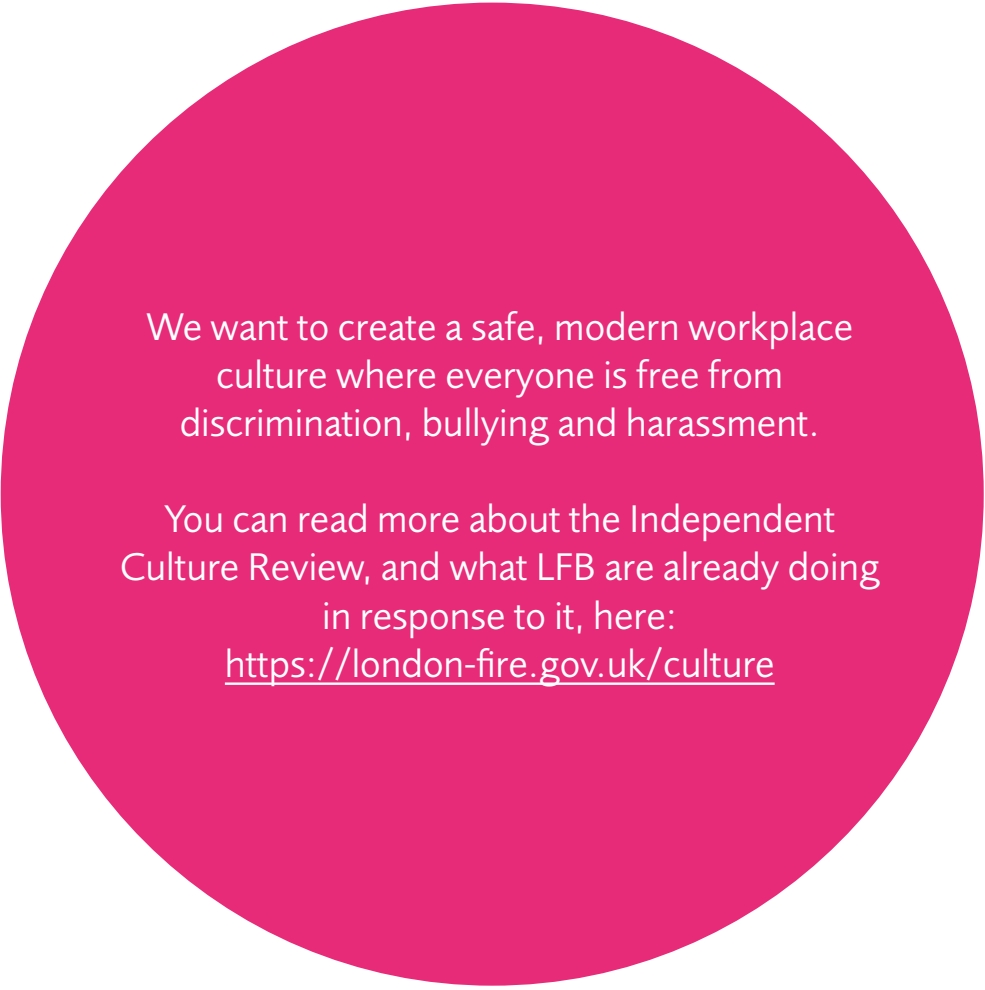
Following the publication of the Independent Culture Review report, we took immediate steps to change our workplace culture.

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.

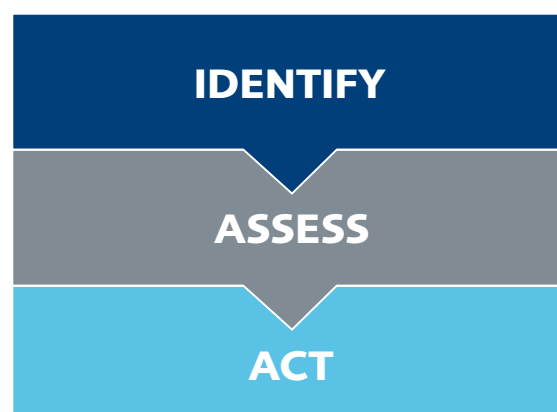
We asked Londoners what risks they face and how we can prevent those risks from happening and keep them safe. The feedback we received helped inform our Assessment of Risk and this plan.

"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."

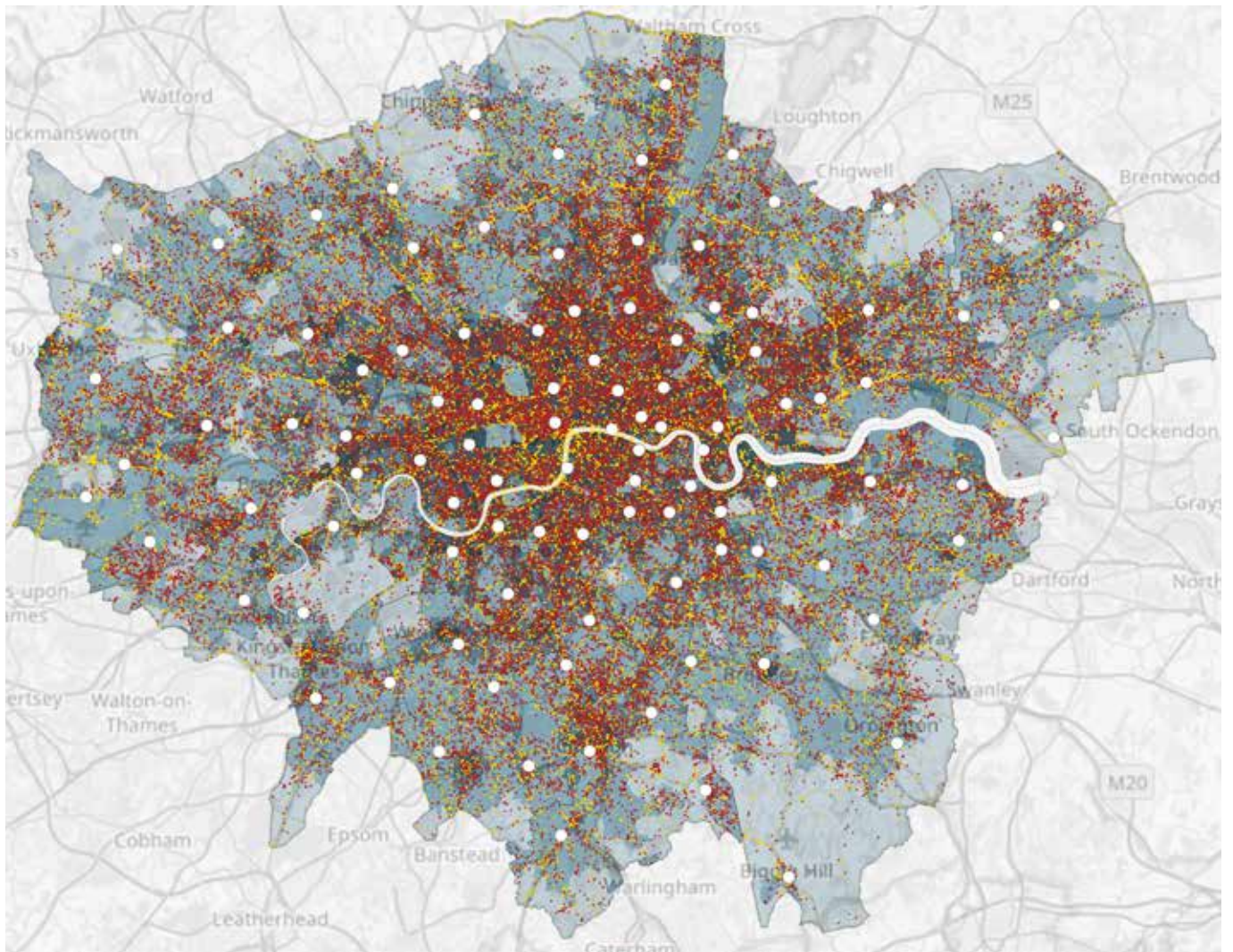
Our approach to assessing risk

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
- Suburban
- Urban areas
- 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

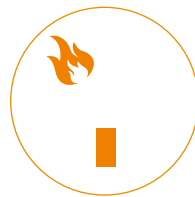
On average, we attend nearly 300 incidents across London each day. The highest of these day-to-day risks which result in incidents which we most regularly respond to are:



Road traffic collisions



Outdoor fires near urban areas



Fires in the home



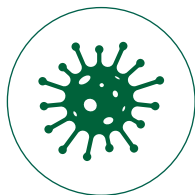
Fires in large public and commercial buildings

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.

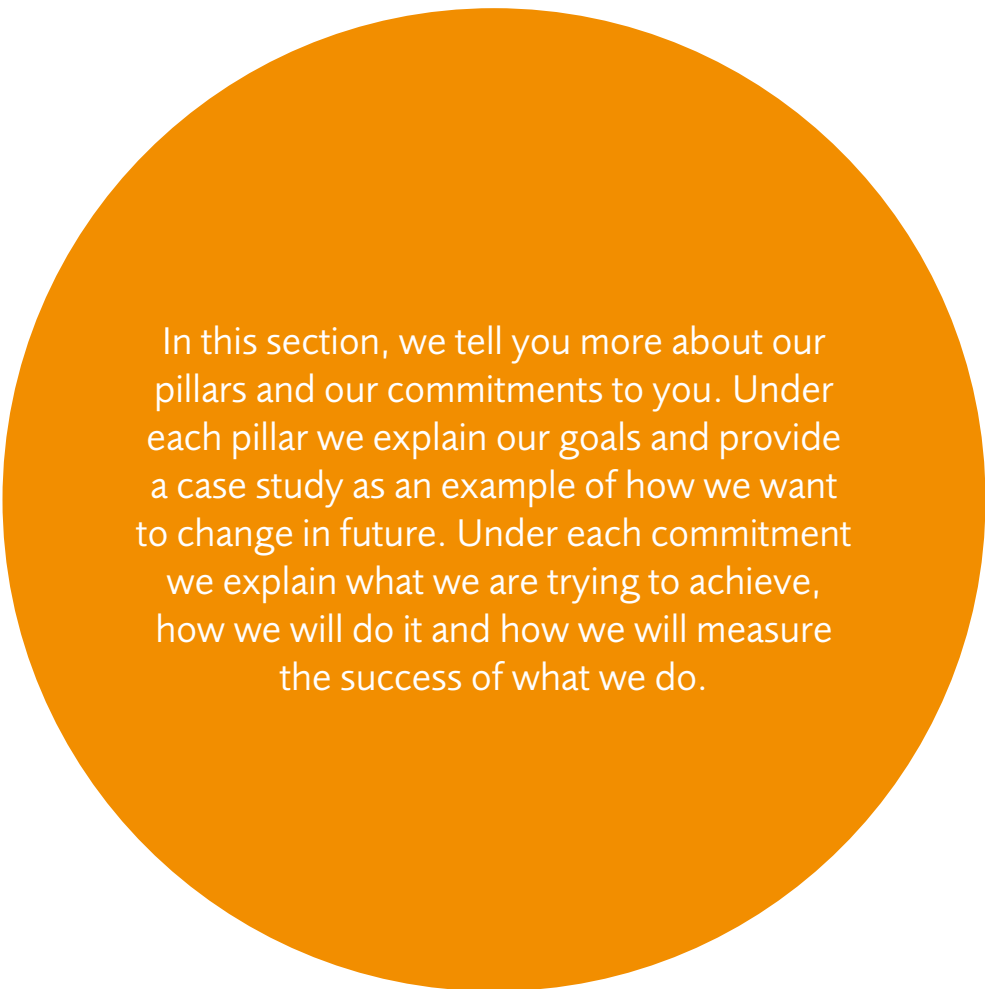
This plan sets out how we intend to achieve our purpose over the coming years. It remains anchored in the purpose and vision we established in response to the recommendations from the Grenfell Tower Inquiry. It describes four new pillars that the Brigade will work to over the life of the plan and eight 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.



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



Our pillars and commitments



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.





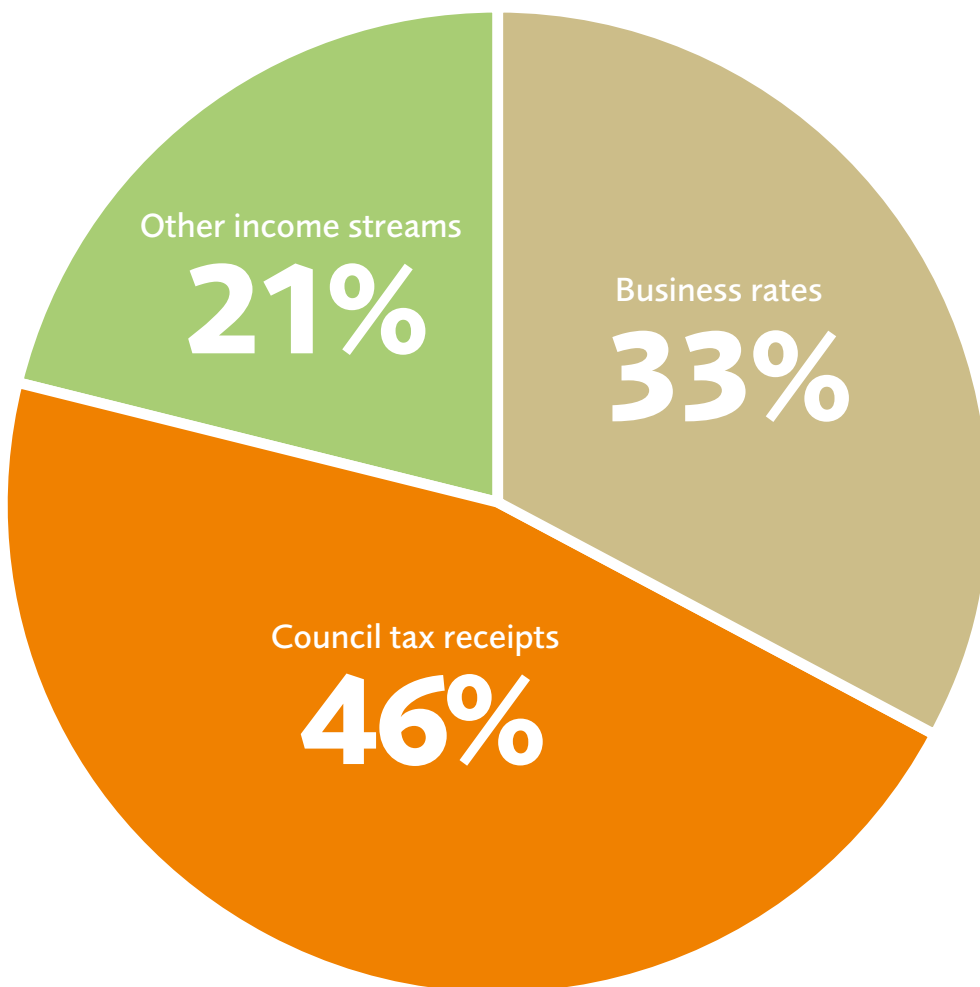
**Making the best
of our resources**

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



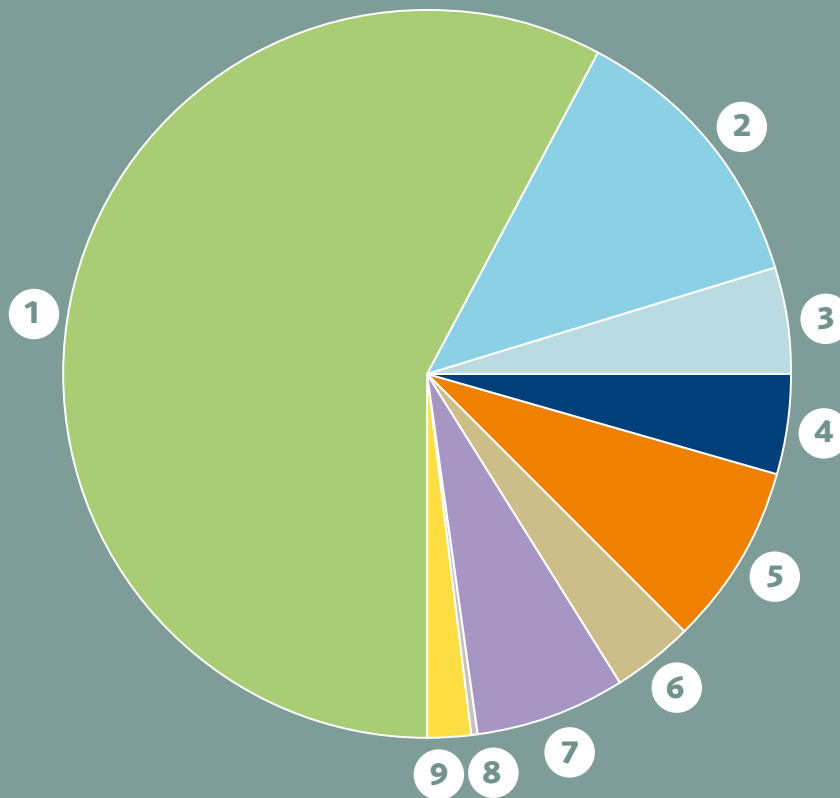
What do I pay for my fire brigade?

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)