



LONDON FIRE BRIGADE

LFC-23-070

Protection Strategy 2023 - 2026

Report to:

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

Date:

12 July 2023
25 July 2023

Report by:

Charlie Pugsley, Assistant Commissioner – Prevention & Protection

Report classification:

For decision

For publication

I agree the recommended decision below.

Andy Roe

London Fire Commissioner

Date This decision was remotely
signed on 27 July 2023

PART ONE - Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents the London Fire Brigade (LFB) Protection Strategy for approval, which supports the Community Risk Management Plan 2023.

Recommended Decision

Proposed decision – the London Fire Commissioner

That the London Fire Commissioner approves the Protection Strategy attached at Appendix 1 for publication.

1 Introduction and background

- 1.1 The LFB Community Risk Management Plan (CRMP) 'Your London Fire Brigade' was published on 1 January 2023. To support the CRMP, a suite of strategies will be published, covering the six service strategies: Prevention, Protection and Preparedness, Response, Recovery, Engagement.

2 Objectives and expected outcomes

- 2.1 The Protection Strategy is a three-year strategy (with annual review points) and has been produced by Prevention and Protection staff, in collaboration with Strategic Planning. It can be found in Appendix 1.
- 2.2 The Protection Strategy will sit underneath the CRMP and will inform the Protection Delivery Plan which will outline core Protection activities in line with the strategy, and also the local Borough Risk Management Plans.
- 2.3 The intended audience for the service strategies are Subject Matter Experts and it is not anticipated that there will be detailed understanding of them beyond this audience. Communications will also support the development of a high-level understanding of the service strategies among staff.
- 2.4 All the service strategies will follow the same format and be published in a design format. Some final editing will be required to align all the strategies to the standard format and proof reading will be done at that stage.

3 Equality comments

- 3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to

have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

3.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

3.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

3.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

3.8 This strategy is driven by the Community Risk Management Plan and the Assessment of Risk, both of which have an assessment of their equalities impact. The strategy identifies the services and actions that will be taken to mitigate the impact of risk on the communities LFB serves, informed by an understanding from the equalities impacts about communities that are disproportionately affected by risk. Equality impact assessments are also undertaken at the delivery level, for example, to shape the activities and engagement at a local level through the borough risk management plans. As a result, there is no equalities impact assessment on this strategy.

4 Other considerations

Workforce comments

4.1 A positive impact is anticipated due to Commitment 5 within the CRMP which refers to the fact that staff will be trained, developed, and upskilled to carry out protection activities.

Sustainability comments

4.2 The Protection Strategy aligns to the LFB Sustainable Development Strategy. This strategy will contribute to the protection of the environment and its resources, mitigating climate change and improving community safety, preventing incidents that may result in property loss, causes water wastage, and lead to the emission of pollutants into the environment through air and

water.

- 4.3 Where any new policies and/or corporate projects arise, they are subject to the LFB's sustainable development impact assessment process.

Communications comments

- 4.4 As set out in the Communications and Engagement Strategy 2023, communications activity will be designed to support the delivery of the Protection Strategy over its lifetime. This includes protection campaigns designed to address the public risks identified and making it easier for the public to access LFB's protection services.
- 4.5 Community Engagement will actively drive how LFB adapts its protection services to the evolving needs of London's communities, in a localised way, through the Borough Risk Management Plans. The delivery of this strategy will be supported by internal communications working to make sure that all staff have the information they need to deliver our protection services as they change.

Financial comments

- 4.6 The Protection Strategy is heavily aligned with the CRMP Delivery Plan.
- 4.7 As part of the budget setting cycle for 2024/25 onwards and as part of the annual process we are attempting to align resources and be more strategic in our approach to support the priorities contained within the CRMP. Therefore within the budget cycle, each of the nine programmes contained within the CRMP Delivery Plan are being led by the Programme Senior Responsible Owner (SRO) to develop an outline business case. As part of this, both the current resource and new investment required to deliver the programme will be considered and put forward as part of the budget process.
- 4.8 All draft proposals will be considered and scrutinised prior to becoming a formal part of the draft budget submission to the Mayor in later November 2023. The scrutiny route will include Change Group, Director Scrutiny Group and then Investment & Finance Board before then moving to Commissioners Board in early November 2023 for decision prior to the submission in to the GLA later that month.

Legal comments

- 4.9 This report seeks the LFC's approval of the LFB Protection Strategy ('Strategy') set out at Appendix 1. The Strategy supports the Community Risk Management Plan.
- 4.10 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("LFC") is established as a corporation sole with the Mayor appointing the occupant of that office.
- 4.11 Section 1 of the Fire and Rescue Services Act 2004 states that the LFC is the fire and rescue authority for Greater London.
- 4.12 Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the LFC specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 4.13 By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 4.14 Paragraph 3.1 of Part 3 of the said direction requires the LFC to consult with the Deputy Mayor

as far as practicable in the circumstances before a decision is taken on (inter alia) any "[c] decision that can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)".

- 4.15 The decisions recommended in this report are considered to be 'novel, contentious or repercussive' and therefore the Deputy Mayor must be consulted before a final decision is taken.
- 4.16 When carrying out his functions, the LFC is required to "have regard" to the Fire and Rescue National Framework prepared by the Secretary of State ("Framework") (Fire and Rescue Service Act 2004, section 21).
- 4.17 The production of an Integrated Risk Management Plan (IRMP) is a requirement of the Framework. In line with guidance from the National Fire Chiefs' Council, the LFC refers to the IRMP as a Community Risk Management Plan (CRMP).
- 4.18 The LFC's CRMP sets out that, "Where needed, we will produce supporting strategies or more detailed plans, for example to be clear about our prevention work." The strategy attached to this report is identified in the section of the CRMP sub-titles 'Our response to risk' as one of our statutory services.
- 4.19 The core requirements on the LFC in regards to 'protection' are set out in the Fire and Rescue Service Act 2004 at sections 6, 7, 8 and 9 and The Fire and Rescue Services (Emergencies) (England) Order 2007. This legislation requires the LFC to make provision for the purposes of promoting fire safety in its area, extinguishing fire, protecting life and property in the event of fires, rescuing people in the event of road traffic accidents, protecting people from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic accidents, removing chemical, biological, or radio-active contaminants from people in the event of an emergency, and make provision for the purpose of rescuing people who may be trapped and protecting them from serious harm in an emergency involving the collapse of a building or other structure or an emergency (falling within section 58(a) of the Fire and Rescue Services Act 2004) which involves a train, tram, or aircraft.

The strategy attached to this report aligns with the CRMP and sets out the LFC's strategy for response in accordance with its statutory duties.

List of appendices

Appendix	Title	Open or confidential*
1	Protection Strategy (separate document)	Open

Part two confidentiality

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

Is there a Part Two form: NO

Protection Strategy

1. Strategic ambition

Community Risk Management Plan

The London Fire Commissioner's strategic ambition for London Fire Brigade (LFB) is to be trusted to serve and protect London. How we will achieve that is set out in our Community Risk Management Plan (CRMP), which is our Integrated Risk Management Plan, in accordance with the requirements placed on us by the requirements of the Fire and Rescue National Framework for England. Protection is one of the six services that will support delivery of that strategic ambition. There will be a strategy for each of those services which will provide more detail on our ambition for that service.

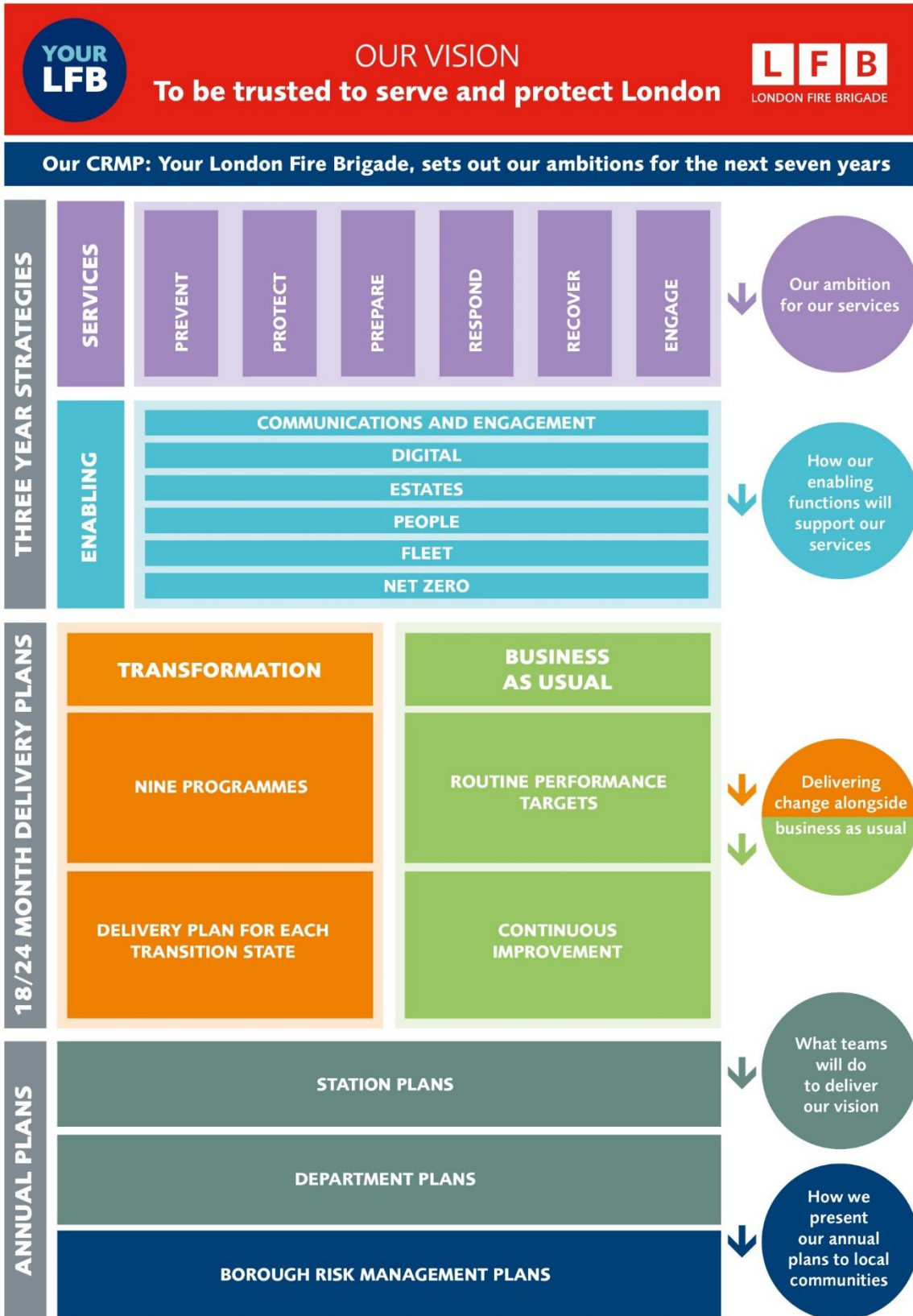
We define protection as being the work we do to improve safety in the built environment, which includes enforcing fire safety legislation and providing advice and guidance on building safety.

The services strategies work together to deliver integrated management of the risks identified in our Assessment of Risk (AoR). There are connections between them and as we develop our approach to these strategies, we expect these links to become stronger. They are all three-year rolling strategies that we will review each year, once we have completed our annual revision of the AoR.

The CRMP seeks to make the Brigade more community-focussed and service-led. By this we mean firstly, that we will not only seek to make people safer, but also to feel safer and to do that we will engage with communities to better understand their lived experience and how it can shape our services. Service-led means that we will focus our support functions and internal services on enabling our front-line staff to deliver the services set out in these strategies; we refer to these as our enabling strategies.

All of our strategies are delivered through delivery plans, which exist at a corporate, department, borough and station level. Projects and initiatives that are intended to deliver transformative change are managed through the programmes in our change portfolio. This diagram sets out that relationship.

From strategy to delivery



2. Strategic objectives for this strategy

London Fire Brigade's new Community Risk Management Plan (CRMP) is the Brigade's first new strategic plan since the tragic Grenfell Tower fire in June 2017. Since then, our understanding of the built environment in London has changed drastically. As a Brigade, we have made important progress in recent years in improving our understanding of risk in the built environment in London and how we can use this knowledge to better serve our communities.

Our CRMP explains what the Brigade aims to achieve and how we propose to achieve it. Our Protection activity, which is carried out across a range of different teams, projects and partnerships, forms a crucial part of that plan. Through continuous education, engagement and in our role as a regulator, we are committed to reducing the risk in the built environment.

There are unique challenges for the Brigade in operating in a city like London. London is home to over 65 per cent of all the high-rise residential buildings in the country¹, and we have many unique, internationally renowned buildings and a hugely diverse range of properties that our communities live, work and spend time in, including a major transport network. Government statistics also suggest that London has approximately one million businesses² ranging from the self-employed through to multi-site employers of thousands of staff operating from a wide range of residential, commercial and heritage buildings. Each year can see a turnover of around 70,000 to 85,000 business closures and startups which means there is a constant churn in what buildings are being used for. Given London's unique risk profile as a global city, we understand that to make the best use of our resources we need to prioritise towards the highest risk, which we will work to identify in partnership with our communities.

Our Protection staff will continue to serve our communities through core activity like inspecting buildings and responding to building regulation consultations, as well as taking enforcement action where necessary. However, it is essential that we also continue to increase our offering of self-service advice and tools to broaden the service we provide and give people the power to make themselves safer.

Through our Protection Strategy, we will continue to work dynamically to identify the changing needs of Londoners and the changing risk in the built environment we all live, work in and visit. Our approach will ensure that we are continuously learning from new and emerging risks, new legislation and new guidance and we will work inclusively to ensure that we respond in a way that best supports our communities.

To deliver the Protection service that Londoners deserve and expect from their Brigade, we will be working to deliver these key strategic objectives:

- Protection services will meet the needs of communities, enforce safety legislation, and supply guidance.
- Communities and businesses will understand the Brigade's role in protection activities.
- Communities and businesses will easily receive advice and guidance related to fire safety from the Brigade.

- That higher risk premises will be targeted and prioritised.

London has one of the most varied and complex built environments of any city in the world. Travelling from one side of the city to another, a person will find no end of different types of buildings to visit and places to see. This diversity makes our city great. As London's fire and rescue service, our goal is to minimise risk within the built environment and ensure that people can have confidence that the buildings they live, work in and visit are safe.

Protection activity is crucial to the way in which the Brigade provides an emergency response. We all rely on the safeguards that our staff work hard to ensure are maintained in the built environment. This ensures that when fires do occur we are in the best possible position to keep the public and our firefighters safe. This Protection Strategy sets out how the key elements of our Protection activity will be delivered through a range of community and business facing work.

We will make London a safer global city through the targeted reduction of risk in the built environment over the next three years. We will do this by maintaining and improving our core Protection activity, including fire safety checks conducted by our frontline firefighters and our risk-based inspection program, which has now been refreshed to be a Risk Based Intervention Program. This means that instead of every key contact with a building being a full or desktop audit/inspection, we are now using a range of interventions best suited to the risk, which may now also include the use of digital self-service tools or a referral for a Home Fire Safety Check. This will be supported by better provision and signposting of resources to our communities, in a way that is easily accessible for them, to give people the tools to keep themselves safe.

Our work in the built environment starts at the initial planning stages for buildings and continues through to inspection activity when they are constructed and in use. As well as residential and commercial premises, we have regulatory roles with regards to transport infrastructure, petroleum sites, hospitals, and some heritage sites. Several multi-site organisations also rely on guidance from us across their whole estate through Primary Authority partnerships. Our work ranges from responding to planning and building regulations consultations, audit/inspection work (with associated enforcement activity), managing building data for high rise buildings via our portal and working with the new Building Safety Regulator (BSR).

We work in partnership and collaborate with government and a wide variety of organisations, to achieve this at a national, pan-London, borough, and neighbourhood level. The Brigade also contributes to the national agenda for fire set out by the National Fire Chiefs Council (NFCC) as well as adopting best practice where appropriate and national standards set by the NFCC. Through our staff we are attendees on a range of industry standards committees where we provide our expertise to influence positive change and ensure building safety standards are at the level our communities want and expect.

3. Context

This strategy provides the direction for the Protection Delivery Plan, and the Protection elements of local Borough Risk Management Plans (BRMPs). This will support the development of Borough Risk Management Plans produced by Borough Commanders, ensuring local risk is identified through data and local community engagement.

There are connections between the different service strategies which reflects the daily interaction of these different areas of work. By ensuring that this is reflected and joined up in our strategic approach we will improve the effectiveness and efficiency of our work and optimise the service we provide to our communities.

Examples of how our strategies overlap can be seen in how we deliver our services. In our Risk Based Intervention Program, a fire safety officer may make a prevention-based referral (e.g. a home fire safety visit referral) or liaise with fire stations via station notification processes. Front-line staff may undertake Fire Safety Checks to premises as part of their Protection activity within their Borough Risk Management Plans, which may lead to a section 7(2)(d) (Fire and Rescue Services Act 2004) familiarisation inspection for operational response or a home fire safety visit or safeguarding referral.

Community engagement has been an increasingly important part of our Protection work and has already resulted in material changes to how we do things. As well as pro-actively engaging through our Community Forum, we continue to seek out the experience of seldom heard communities and those affected by fire. In one example, this resulted in a change to the advice and guidance we provide following a fire or significant incident, with our 'After the Fire' leaflets being updated to incorporate learning from our communities' lived experience. All of this is captured in our strategic planning to ensure that we are maximising our resources where possible for the benefit of our communities.

Community engagement will continue to be a crucial stream running through everything that we do in Protection, and much of the work set out in the Community Engagement Strategy will be relevant for Protection activity. We will get better at educating our communities and stakeholders about the risk in the built environment and their responsibilities. This will include building wider awareness within our communities of our role as a regulator in the built environment. Through this work and by embedding ourselves within our communities, we will improve how we gather intelligence about risk from those who are best placed to tell us about the places they live, work and visit. This will also help us to understand what communities need from us immediately after an incident has occurred.

This strategy will be reviewed on an annual basis.

1. Assessment of Risk

The CRMP is based on a combination of the Assessment of Risk (AoR) and our understanding of what our communities want to see from their local fire service. Protection activities have been set out later on in this strategy in line with the CRMP commitments. In addition, the AoR sets out where we need to be focusing our resources:

Composite Summary of highest risks from Brigade data (black text) and London Risk Register (white text)

	5	Fire involving warehouses and bulk storage Fire involving manufacturing and processing plants	Fire involving landfill or wasteland		Fire involving purpose-built flats	
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	Consequence		L54b Fires in large public and commercial buildings	Fire involving converted flats or HMOs Fire involving care homes and specialised living		
	4					
	3			Fire involving offices and call centres* Fire involving short stay accommodation* Fire involving retail outlets* Fire involving food and drink outlets*	Fire involving: private garages and sheds R54 Major Fire L54a Fires in purpose built high-rise flats	
	2					
	1					
	Likelihood	1	2	3	4	5

The AoR notes that our Protection services will be focused on the highest risk premises using cutting edge data analytics. Front-line staff will be empowered to deliver Fire Safety Checks and effectively support communities to understand legislation and risk. Protection services will be improved by enhancing:

- **Targeted Protection** capabilities to target the places which are at highest risk
- **Service Accessibility** through a range of digital and non-emergency channels to complement face-to-face service delivery.
- **Togetherness** to enable those delivering Protection services to refer communities for other Brigade or partner services where this could help reduce demand.
- **First Point of Contact** for Protection services with clear processes in place to refer communities to the right people with the right skills to address their enquiry.
- **Culture** to ensure it recognises the importance of fire safety as a core value of firefighters upon recruitment and throughout their development.
- **Local Risk Profiling** to enable us to deliver a more personalised Protection service targeted at the highest risk.
- **Understanding of our role in environmental & sustainable protection** to ensure we are aware of wider environmental risks and how they may be integrated into Protection services.
- **Virtual Delivery and Self-Serve** capabilities to enable communities to access services in a way that suits them and understand the Brigade's role as a regulator.
- **Flexibility in the way we use our resources** to enable us to increase the number of trained staff who can deliver high quality Protection services.

2. Statutory requirements and national standards

The Fire and Rescue Services Act 2004 (the Act) gives the Government responsibility for producing the Fire and Rescue National Framework, which outlines the Government's high level priorities and objectives for Fire Services in England. Section 6 2(b)(ii) of the Act places a duty on fire and rescue services (when making provision for the purposes of promoting fire safety in its area) to give advice, on request about 'the means of escape from buildings and other property in case of fire' (to the extent that it considers it reasonable to do so).

The base line for Protection activities is to meet our statutory obligations and role as a regulator. These are primarily set out in the Regulatory Reform (Fire Safety) Order 2005, while other key legislation includes:

- Fire Safety (England) Regulations 2022
- Fire Precautions (Sub-surface Railway Stations)(England) Regulations 2009
- Petroleum (Consolidation) Regulations 2014
- Dangerous Substances and Explosive Atmosphere Regulations 2002
- Fire and Rescue Services Act 2004

Our regulation of the built environment is intended to protect the most vulnerable and those who are most likely to experience fire. So we prioritise our inspection and enforcement action based on risk. We will take a proportionate approach where we identify non-compliance, working with the relevant people to encourage compliance and using our enforcement powers where necessary. 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>.

3. Assurance recommendations – including areas for improvement highlighted by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and recommendations from Phase 1 of the Grenfell Tower Inquiry.

In its latest inspection report of the Brigade published in July 2022, HMICFRS set out a range of improvements that need to be made to our Protection activity:

- The brigade needs to be able to measure that it is meeting the targets set out in its Risk Based Inspection Programme (RBIP) to be assured it is effectively protecting the public from fires.
- The brigade should make sure it allocates enough resources to a prioritised RBIP.
- The brigade should make sure it puts in place measures so it can meet its planned schedule of fire safety audits.
- The brigade should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.
- The brigade should make sure it addresses effectively the burden of false alarms.
- The brigade should make sure it responds in time to building regulation consultations.
- The brigade should develop a protection strategy that demonstrates how protection resource will be used to protect the public from fire both now and in the future.

Phase 1 of the Grenfell Tower Inquiry (GTI) made a series of recommendations (dated October 2019) that applied to the Brigade. Seven GTI actions relate to the provision of data

relating to building fire safety information, evacuation plans, building/wall system or floor plans, or safety systems. The implementation of the 'Fire Safety (England) Regulations 2022' in January 2023, was supported by the Brigade's building data portal and met many of the functional requirements for these GTI recommendations (with longer term integration with the proposed OneRisk data solution).

GTI 33 makes recommendations with regards to the provision of Personal Emergency Evacuation Plans (PEEPs). The government has been through two consultations now with regards to PEEPs and as yet there is not an outcome. The Brigade continue to work with government as well as stakeholders such as disability rights groups on this subject.

The Brigade's approach for addressing these areas of improvement is set out in this strategy.

4. Meeting the Mayor's priorities

The tragic Grenfell Tower fire in June 2017 highlighted the need for major reform of the approach to building safety across the country. The Mayor of London and Government are committed to ensuring the building safety regime both nationally and in London is fit for purpose. This is clearly set out by the Mayor in his key priorities:

The Mayor will deliver value and a safer future to; 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.

The Mayor and Deputy Mayor for Fire and Resilience have provided important support to the Brigade to help meet the recommendations set out by the Grenfell Tower Inquiry and will continue to work with the Brigade to ensure this is taken forward as a priority when the Inquiry's second phase report is published.

Following publication of the Inquiry's first phase report and Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety, the Government has introduced new legislation, including establishing the new BSR. The intention is for the Regulator to deliver on the Government's commitment to establish a robust new building safety regime for higher risk buildings. The Brigade is committed to working collaboratively with the Regulator to support this important work.

4. Where we are now

Protection activity delivered by fire and rescue services is a crucial part of maintaining safety in the built environment and in its first report on the state of the fire sector in 2019, HMICFRS identified Protection as an area that required improvement across many services. Since then, the landscape for Protection has changed substantially.

Following the Grenfell Tower fire tragedy in June 2017 and concerns about the level of risk in the high-rise environment that this created, the national Fire Protection Board launched the Building Risk Review Programme (BRR). The intention for this was to understand and help reduce the fire risk in high-rise residential buildings across the country. The Brigade has been particularly impacted by the changes nationally, as over 65 per cent of high-rise buildings are in London. This led to Brigade officers triaging or inspecting approximately 8,000 high-rise buildings across London to deliver the requirements of the BRR in London.

In its most recent inspection of the Brigade published in 2023, HMICFRS found the Brigade has focused resources on inspecting high-risk, high-rise premises at the expense of maintaining its RBIP. This reflected the fact that the existing RBIP in London was no longer relevant for the environment the Brigade operates in and did not capture the changes already made within the Brigade to support risk reduction. With the support of NFCC, the Brigade has now revised our RBIP, with the new Risk Based Intervention Programme reflecting the changes that have taken place both within the organisation and in our understanding about our operating environment in London.

Challenges

A key challenge affecting the sector as a whole, and also identified as a national concern by HMICFRS, is the availability of qualified and competent staff. This will remain a concern for the Brigade as we have seen a significant drop in the experience of our Protection staff. This presents particular challenges as we continue our preparations to support the new BSR.

The BSR has begun registering new high-rise residential buildings. Requirements on accountable persons to provide safety cases for their buildings will begin from October 2023 with a view to starting assessment and building certification work from April 2024. The Brigade is working to increase the number of our Protection staff to cope with the additional workload that will be required to resource this work. However, the skills shortage in the sector limits our ability to hire competent staff, and it takes between two and three years for an inspecting officer to be trained to a level of competence to enable them to undertake work on complex buildings within scope of the BSR. In the interim while new staff are trained to adequate competency levels, existing experienced staff may be required to undertake work for the BSR, which would likely divert resource away from the Brigade's RBIP. As requirements on the Brigade surrounding the BSR become clearer, work will continue to ensure we have the number of qualified and competent staff in place to support this. However, our Protection work remains in accordance with the principles set out in LFB's Enforcement Policy Statement/Regulators' Code

The services the Brigade provides are detailed below, and are centred around the four pillars set out in the CRMP.

Engaging with you

Staff engagement

An important outcome of the Brigade's Culture Review has been recognition of the value obtained by improving how we listen and communicate with each other. Work to improve how we do this has already begun through meetings between senior leaders and every team across the organisation, resulting in valuable insights about how we work and deliver our service.

During the development of the Risk Based Intervention Program, extensive discussions were held with staff who would be at the frontline delivering the service. This led to a range of suggestions for how efficiencies could be made to service delivery. A notable example of this was the issue raised by staff when undertaking reactive or unplanned inspection work, known as 'Active risk Targeting'. Officers often found barriers when engaging with communities for the first time due to the Brigade's role as a regulator, which staff found meant there was limited opportunity to educate or undertake constructive engagement.

This feedback was analysed further and resulted in the implementation of 'Pre-Active risk Targeting', which is where our officers will now seek to provide information on compliance and sign-post self-service digital tools. Unless significant safety issues are spotted which present an immediate risk, officers will return to inspect after a few weeks, giving those responsible for fire safety time to understand their legal duties and ensure their compliance. This new approach was used during the Coronation, where officers were able to engage with seven times the number of small business owners and responsible persons as was achieved during the period preceding the State Funeral less than a year earlier.

With the implementation of the new BSR, we have continued to engage with staff. This has resulted in a modified model of delivery for our Fire Engineers and the Building Design and Consultation Hub, ensuring that our subject matter experts help to define how we deliver our service to be more effective and efficient.

Community engagement

The Brigade undertook extensive engagement throughout the development of the CRMP to understand what our communities want from their Brigade. This has already influenced our approach to Protection activity and the findings of this work underpin this strategy. Communities told us they wanted to better understand the specialist work that the Brigade undertakes, and they want us to engage in a way that reflects our understanding of the specific needs of communities.

In response to this, our fire safety teams will spend two days each year specifically focusing on risk in each borough in London. This will be led in partnership between Borough Commanders, local fire stations and fire safety officers. They will target areas of higher risk (e.g. where more fires have happened or where more fire safety issues have been observed) and will give face to face advice. Officers will then return in a month to conduct audits and inspections to help business owners meet their duties to keep their businesses safe. We will also work with local authority partners to share risk data where appropriate.

Communities also told us that they want improved engagement from the Brigade after incidents. This has been reflected in our post-incident Protection response. After a fire, our fire safety teams may undertake a range of interventions including the provision of advice to the 'responsible person' and anyone affected by the fire. This work will be included within the Recovery Service strategy when it is written later this year.

The Brigade's Protection and Community Engagement teams continue to work closely to ensure that key elements of the approach to Protection activity are tested with the Brigade's new Community Forum made up of community representatives. We plan to make annual revisions to our strategies which will be influenced by learning from engagement with the Community Forum.

Protecting You

Trend Analysis and Horizon Scanning

As well as protecting our communities, the Brigade is also committed to engaging and adding value within the environment we operate. An important way we meet this commitment is by analysing trends within our Protection work. By introducing processes for analysing Protection trends and then sharing our learning with stakeholders, we provide greater value to our communities and to the fire service nationally.

The primary way we do this is through the Prevention and Protection Learning Group. The group works closely with other departments and working groups across the Brigade and with the NFCC to ensure we are taking a coordinated approach to managing risks within our communities. Through this approach, the learning group reviews current themes and emerging trends and then learning is shared internally and externally. Internal learning is shared via the Operational Improvement Process and supports firefighters with information relevant for when they are responding to incidents. Learning shared externally has taken a range of forms, including Guidance Notes for businesses and responsible persons, thematic reviews of building safety issues shared with the construction industry, as well as direct information sharing with organisations such as the NFCC or Collaborative Reporting for Safer Structures (CROSS), government departments or via standards committees. All of these partner organisations also provide learning which feeds into the Brigade's Protection work.

Another key branch of the Brigade's trend analysis is the use of our own data on enforcement action. Ongoing analysis of the types of premises in which we are identifying building safety concerns ensures we have an evolving understanding of risk to inform our Risk Based Intervention Program, and feeds into local risk management through Borough Risk Management Plans. A recent example of this in action was the identification that the majority of Article 31 prohibition notices are served against premises that are normally considered to be low risk e.g. shops and dwellings. While these are generally low-risk buildings, catastrophic fire safety failings means they will present a higher risk until these issues are resolved. This reinforces the need for Fire Safety Checks in low risk premises and Active Risk Targeting.

Risk Based Intervention Programme

The Brigade's RBIP is part of our overall integrated approach to risk management by prioritising the inspection of premises in London based on risk. Significant progress has been made already in updating the Brigade's RBIP. The updated approach will support improved outcomes and new ways of working, which will reduce risk in London. This will be achieved through:

- The use of a wider range of interventions.
- Measurement of all Brigade risk interventions to demonstrate how we lower (or increase) the risk rating of a premises. This will create a pathway for change in risk to amend the type and/or frequency of future Brigade interventions.
- Better utilisation of data to prioritise risk.
- Aligning the RBIP with the CRMP and providing flexibility to consider and respond to local risk.

Traditionally protection interventions have been based around physical audits carried out by a limited number of Fire Safety trained staff. The renewed RBIP will make use of a wider range of interventions, which will include audits, desktop audits, self-service tools for use by businesses/communities, referrals to Home Fire Safety Visits/ the online Checker, and Fire Safety Checks/ Operational Risk Database (ORD) entries carried out by firefighters. This will ensure that our skilled Protection workforce maximise their time auditing the highest risk

buildings, with lower risk interventions being supported by a wider range of staff in Prevention and Response.

In response to concerns raised by communities through the CRMP consultation process, we will target local risks using smart data drawn from a range of sources including Brigade data, information shared by partners and external demographic data. Our firefighters and local inspecting officers complete thousands of Fire Safety Checks every year to support local businesses, helping them to understand fire safety legislation and their role as business owners. Where crews carrying out Fire Safety Checks discover medium or high-risk premises, they will notify Protection officers so that further inspection can be undertaken by appropriately qualified staff. These checks enable us to gain a wider understanding of premises types and any associated risks located across all station grounds, which increases firefighter safety at incidents as well as supporting Protection activity.

When there is a serious fire safety concern – an Alleged Fire Risk - like blocked fire exits or improper storage of flammable materials, we will seek to address this within three hours. We will either send a crew from a local fire station, a local Inspecting Officer or a Senior Fire Safety Officer – with staff available to respond 24 hours a day.

Building Safety Regulator

The Brigade will be providing support to the BSR once it becomes operational later this year. Brigade officers will be part of multi-disciplinary teams which will engage with high-risk buildings through the gateways of the new building safety regime. We do not currently have the detail to fully understand what will be required to support this work and how this will impact on the Brigade's Protection activity.

We are engaging with the Health and Safety Executive and the Department for Levelling Up, Housing and Communities to gain a more complete picture of this. However, we are continuing to prepare for this as far as possible, including through recruitment of new Protection staff supported by government grant funding.

Planning and Design

Fire and rescue services are a statutory consultee at the Building Control stage of development. This means that Building Control bodies are required to consult with the fire and rescue service when an application is made for Building Control approval. This enables the Brigade to try and raise the standards of fire safety where development or refurbishment is being carried out.

To improve the speed and consistency of our responses to consultations, the Brigade has moved away from consultations being responded to by Area Teams and has introduced a central Building Design Consultation Hub (BDCH). The BDCH will respond to all Building Regulations Consultations (BRC) once it has been fully staffed, with recruitment currently underway. Currently BDCH undertakes BRC requests for 17 London boroughs and will gradually redirect this workstream from the remaining boroughs /Area Teams over the coming months, with a planned completion in quarter 3 (2023/24).

The Brigade is not a statutory consultee at the planning stage for new buildings, meaning there is no obligation on us to respond to consultations we receive where developers are seeking planning permission. However, our experience is that this is often where there is the greatest scope to make improvements to fire safety within the overall scheme design. At the point of the building regulations stage where we are usually consulted, often the scheme design is already fixed, which increases the likelihood that the Brigade's comments will be ignored due to the cost implications or complexity of making changes. Considering this and our commitments to our communities to use our experience to improve safety in the built environment, as part of the development of the BDCH the Brigade will also respond to consultations for planning applications for higher risk buildings.

Heritage

London has over 20,000 listed buildings, conservation areas and parks. The covers a range of buildings from single private dwellings through to World Heritage Sites, with many being of national or international importance. The Brigade's responsibilities for heritage in London are addressed across a range of workstreams:

- Major National Heritage premises such as museums, national attractions, and galleries are visited four times per year by operational crews carrying out section 7.2.d visits. These sites will have a tactical plan produced which would be available to crews responding to an incident.
- Local crews will conduct exercises with institutions based within their ground where salvage plans are tested to ensure plans are in place for preserving items of national importance in the event of an incident. Large scale exercises have been conducted at some of the most high profile sites in London, such as the Tower of London.
- The Brigade's Fire Safety teams will inspect in-scope heritage premises as part of the RBIP and will seek to ensure that the Fire Risk Assessment is suitable and sufficient. Officers have previously written to heritage sites, encouraging them to consider various fire safety information.
- The Brigade's public facing website hosts a dedicated heritage page which provides self-service tools and advice on writing a heritage Fire Risk Assessment, a Salvage Plan and an Emergency Response Plan. The Fire Safety department has also produced a bespoke guidance note for heritage buildings and has a lead coordinator who can assist with liaison, as well as coordinating protection and response activities.

The Brigade continues to be active in working with Heritage stakeholders including Historic England, the National Trust, English Heritage and Historic Royal Palaces, providing advice and support to help reduce the risk of fire.

Petroleum

As the Petroleum Enforcing Authority (PEA) for London, the Brigade is responsible for ensuring that those who keep and dispense petrol do not cause risk to the public or the environment and are compliant with the Dangerous Substances and Explosive Atmosphere Regulations 2002. Often this will include the issue of a Petroleum Storage Certificate under the Petroleum (Consolidation) Regulations 2014 (P(C)R) which came into force on 1 October 2014 and replaced the historic petroleum licensing system.

Given space pressures within London and the decline of petrol stations in the city centre, the Brigade will also liaise with responsible persons in regards to 'disused tanks' where a petrol station or other petroleum storage facility has been decommissioned and the petrol storage tanks remain. This presents a risk until they are removed or made fully safe. We will therefore incorporate this into our work alongside core activity inspecting petrol stations. Advice is also given to petroleum site operators via Primary Authority partnership.

Primary Authority

Primary Authority (PA) for fire safety was formed in 2014 due to concerns of businesses and fire services about inconsistent advice, guidance, and enforcement of the Regulatory Reform (Fire Safety) Order 2005 (FSO). PA partnerships are designed to be a gateway for consistent advice and fairer, more successful enforcement of the FSO by allowing businesses to partner with a fire and rescue service. PA allows those in principle fire safety roles within a business to work with experts within their partner fire service to ensure policies and procedures in place suitably protect staff, residents, and the community surrounding not only a single premises, but their entire portfolio.

The Brigade's Primary Authority Business Officers carry out regular meetings with partners, reviewing policies and procedures, and undertaking site visits to assess how well these procedures are being followed in practice; offering advice and support where required. With regards to enforcement, other fire and rescue services must respect advice provided by a partnered fire service when regulating a business and give the partner fire service time to review any enforcement notices before issue to ensure they are reasonable and do not conflict with assured advice. This does not provide immunity to business partners, however, the process should be considered as a form of second vetting.

At present, the Brigade has circa 29 partnerships. The current workstream for partnerships is focused on ensuring that PA partners are fulfilling the requirements of the Fire Safety (England) Regulations 2022, and providing initial advice and support in relation to the Building Safety Act 2022. The scheme is designed to encourage partnered businesses to engage with their partnered fire service and assists our Inspecting Officers by enabling them to act as a conduit for advice and support to partners.

Learning from others

Self-service tools

The Brigade is committed to improving how we support our communities and stakeholders with self-service tools, including how effectively we signpost to these services. This includes clear information for those responsible for buildings on their duties which is provided through a range of Guidance Notes and interactive tools such as the National Fire Chiefs Council (NFCC) Business Safety Awareness Tool. Over the life of this strategy, we will engage across our communities to develop further tools to provide advice and support to assist compliance with Fire Safety (England) Regulations 2022. These free self-service tools already support over one million businesses in London and help local communities to stay safe.

Building Safety Portal

To help Responsible Persons comply with the Fire Safety (England) Regulations 2022, the Brigade has introduced an online portal which now means that all high-rise buildings over 18 metres or seven floors in London should be registered with us. This ensures that important information is available to Brigade crews in the event of a fire and we can ensure that measures such as wayfinding signs (visible in low light) have been provided for residents. Building owners, local authorities and management companies can use the portal to update building plans and tell us about the firefighting measures in their building. They can also warn the Brigade of any defects which may impact on firefighting activity.

The Brigade has undertaken extensive engagement to encourage those who are responsible for buildings to update their building information to our portal. We will continue this work to ensure that firefighters have up to date information when responding to fires in high-rise buildings. Following feedback, the portal has been updated to improve user experience and we will continue to seek feedback moving forward.

Adding value

Automatic Fire Alarms

The Brigade expends a significant amount of resource and financial cost every year through attending Unwanted Fire Signals (UwFS). These are usually due to Automatic Fire Alarms (AFA) which result in the Brigade being notified even in cases where no fire has been confirmed. In the 2021/22 financial year, the Brigade received 55,033 calls which resulted in a false alarm. Of those calls, 43,427 (79 per cent) were calls from AFA systems and therefore classed as UwFS. The 2022 report by HMICFRS into the Brigade stated that “not enough has been done to reduce unwanted fire signals” and in 2019, stated that the Brigade should make sure it effectively addressed the burden of false alarms.

The Brigade is currently developing a strategy for taking a risk-based approach to the reduction of UwFS from AFAs. The approach proposed in the strategy will be subject to public consultation before implementation.

Reducing false alarms due to AFAs in non-domestic buildings is a key priority for the Brigade and the Protection team to reduce the impact on our resources. In recognition of its strategic importance to the organisation, this is included as a key performance indicator under Commitment 4 of the Brigade’s Delivery Plan.

Value for money

Within our Protection department we have some of the most experienced fire safety professionals in the world. We know that we can add value not just through our role as a regulator but by ensuring that the correct legislation and regulations are in place to begin with. We work closely with national government and the Greater London Authority to ensure that our experience is reflected in the regulatory environment both nationally and in London.

This has been particularly significant in recent years following Dame Judith Hackitt’s review of buildings regulations and the subsequent upheaval of the existing building safety regime. We continue to work closely with government to ensure the new regulatory regime is fit for purpose. We have also improved how we communicate this important part of our work to our communities and how we ensure that their lived experience is a central part of our own policy development. An example of this has been the engagement we have done with disability groups to inform our own understanding and engagement with government over how to implement recommendations set out by the Grenfell Tower Inquiry.

Sector leadership

We are committed to ensuring that the experience and knowledge of our Protection department, the largest of any fire and rescue service in the country, is utilised beyond the Brigade’s Protection activity to improve building safety standards nationally. Brigade staff represent the organisation and our communities on the national Protection Board, as well as a range of other industry standards committees.

Working alongside the NFCC, we have influenced positive change on a range of key building safety issues, including through development of national fire sector position statements on single staircase buildings and modern methods of construction. The Brigade also has a range of our own position statements which have enabled us to highlight the need for improved regulations, including the increased use of sprinklers in high-risk buildings, which is an area where there has been substantial progress since 2017.

5. What we will improve

The Brigade will deliver a range of Protection activities over the lifetime of this strategy which will support the delivery of our strategic objectives. This will support the objective set out in the CRMP to target our resources towards the highest risk. This will be supported by improving the tools and advice we provide to Londoners to help them keep themselves safe. All of this activity is centred around the commitments in our CRMP.

Commitment 1	
<p>In this commitment, we want to not just influence partnerships with other organisations but also lead them.</p> <p>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.</p> <p>We also want to shape policy and improve effectiveness through these partnerships.</p> <p>It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.</p>	
How we will deliver commitments in Your LFB	
<p>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.</p>	<p>This strategy provides the direction for the Protection elements of local Borough Risk Management Plans (BRMPs). This will support the development of BRMPs produced by Borough Commanders, ensuring local risk is</p>

	identified through data and local community engagement.
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.	Our fire safety teams will spend two days each year specifically focusing on risk in each borough in London. This will be led in partnership between Borough Commanders, local fire stations and fire safety officers and will target the areas of highest risk.
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	We will target local risks using smart data drawn from a range of sources including Brigade data, information shared by partners and external demographic data.
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.	The renewed RBIP will make use of a wider range of interventions. This will combine traditional data gathering approaches, such as audits, desktop audits and referrals for Home Fire Safety Visits with tools supported by better technology such as self-service tools for use by businesses/communities, the online Checker, and Operational Risk Database (ORD) entries carried out by firefighters.
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 2	
<p>In this commitment, we’re moving away from one-size fits all, to tailoring our approach to meet your needs.</p> <p>In doing so we will become more accessible and inclusive.</p> <p>We want to increase public access and understanding of the services we provide, and their value.</p> <p>We want to improve how we can meet your needs by finding out how we can adapt our services to suit you.</p>	
How we will deliver commitments in Your LFB	
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.	The Brigade is committed to improving how we support our communities and stakeholders with self-service tools, including how effectively we signpost to these services. Over the life of this strategy, we will engage across our communities to develop further tools to provide advice and support to assist compliance with Fire Safety (England) Regulations 2022.
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.	As detailed above, we plan to engage across out communities over the life of this strategy, which will include developing understanding of how to make out services more accessible.
Non-emergency line – You will be able to access services through a broader range of methods and get non-emergency preparedness,	Communities also told us that they want improved engagement from the Brigade after incidents. This has been reflected in our post-incident Protection response. After a fire, our

response and recovery services for advice and reassurance.	fire safety teams may undertake a range of interventions including the provision of advice to the 'responsible person' and anyone affected by the fire.
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.	This will be via Community Engagement, as well as showing how communities can feed back on the service we have provided
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.	During their time spent in local boroughs targeting local risk, our fire safety teams and will provide face to face advice. Officers will then return in a month to conduct audits and inspections to help business owners meet their duties to keep their businesses safe.
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 3	
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 deliver commitments in Your LFB	
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.	Our Prevention and Protection Learning Group works closely with other departments and working groups across the Brigade and with the NFCC to ensure we are taking a coordinated approach to managing risks within our communities. Through this approach, the learning group reviews current themes and emerging trends and then learning is shared internally and externally.
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.	Through our new RBIP, we will measure all Brigade risk interventions to demonstrate how we lower (or increase) the risk rating of a premises. This will inform any changes that we need to make to our services, such as amending the type and/or frequency of future Brigade interventions.
Shared situational awareness – We will improve the sharing of information at operational incidents within the Brigade, and with partners to improve our response services.	Information from the data Portal, enforcement notices and the High Risk Premises Team is shared with Control, Fire safety and Operational staff (with the PDA section as needed)
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 4	
<p>In this commitment, we want to move from being focussed on targets to being focussed on outcomes.</p> <p>We will deliver our services according to your needs.</p> <p>We will improve how we communicate our services to London’s communities.</p> <p>We will support the wellbeing of our communities after an incident has occurred.</p>	
How we will deliver commitments in Your LFB	
<p>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.</p>	<p>We will work with the Brigade’s Community Forum to understand how we can improve provision and signposting of resources to our communities, in a way that is easily accessible for them, to give people the tools to keep themselves safe.</p>
<p>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.</p>	<p>The Brigade’s Primary Authority Business Officers carry out regular meetings with partners, reviewing policies and procedures, and undertaking site visits to assess how well these procedures are being followed in practice; offering advice and support where required.</p>
<p>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.</p>	<p>We will work with all elements of the Brigade as required to improve the service we provide</p>
<p>Automatic service recommendations – We will enable everyone to easily find our prevention, protection and response services and confidently recommend wider Brigade and partner services.</p>	<p>We are improving our digital services, which will be further enhanced with the new website when it is developed</p>
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 5	
<p>In this commitment, we will be learning from you to develop a shared understanding of excellence.</p> <p>We want to better train and equip our staff to provide you with the services that you need.</p> <p>We will do this by investing in them through modern training systems and assets.</p> <p>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.</p>	
How we will deliver commitments in Your LFB	
<p>Deliver togetherness – We will support London to realise people’s ambitions around inclusion and diversity.</p>	<p>We will support the outcomes of the Culture Review as well as supporting departmental work such as our Togetherness Sounding Board</p>

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.	We will be flexible in how we provide our Protection services to respond to risk. When we are made aware of a serious fire safety concern – an Alleged Fire Risk – like blocked fire exits or improper storage of flammable materials, we will seek to address this within three hours. We will either send a crew from a local fire station, a local Inspecting Officer or a Senior Fire Safety Officer – with staff available to respond 24 hours a day.
Organisational Learning Model – We will improve our ability to learn together and develop so we have the right skills to meet your needs.	We will develop our departmental learning group to ensure that organisational learning is captured.
Improved training systems and assets – Staff will be equipped with the right skills and career development opportunities to serve you better.	We will continue to develop our training offering to meet the needs of new legislation such as the Building Safety Regulator
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.	The Brigade is working to increase our Protection staff to cope with the additional workload that will be required when the BSR is fully operational. This has enabled opportunities to offer additional qualifications and career pathways for staff internally.
Staff wellbeing – We will improve staff wellbeing and be inclusive of all diverse needs.	We will support the outcomes of the Culture Review as well as supporting work on wellbeing
Improved employee experience – We will prioritise interventions based on evidence for all staff, to improve awareness of wider health and wellbeing offerings.	We will ensure that our subject matter experts help to define how we deliver our service to be more effective and efficient, as demonstrated by our approach taken to the improved RBIP and our planning for the Building Safety Regulator.
Leadership development – We will deliver a suite of leadership courses for all staff to enhance leadership throughout the organisation.	Our Gillian Tanner, Frank Bailey and Colin Townsley leadership courses are being rolled out to staff, as well as specific inputs such as Culture Conversations
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 6
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.
How we will deliver commitments in Your LFB

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.	We are developing a strategy for taking a risk-based approach to the reduction of UwFS from AFAs, which will provide our firefighters with more time to focus on lifesaving work, including Protection activities like Fire Safety Checks.
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.	When issues are identified through our horizon scanning and data gathering work, we will continue to develop and improve how we share this learning with partners.
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.	We will develop/make better use of online self-service tools. Also access to information such as the Data Portal app on mobile data terminals on fire engines
Support our staff – We will offer a single, easy-to-use staff support system to enable improved staff experience and productivity of our services.	As well as corporate systems, data solutions such as the high rise Data Portal will collate a range of information
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 7	
<p>In this commitment, we respond to Londoners’ expectations by improving our efficiency, knowing what works, and using your money effectively to improve your safety.</p> <p>We will do this by moving from being very experience-led to becoming more evidence-led.</p> <p>We want to improve workforce productivity and use this to achieve more efficient and effective use of our resources and risk management.</p> <p>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.</p>	
How we will deliver commitments in Your LFB	
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.	Clear measures for Protection outcomes are set out in the CRMP, which our communities will be able to use to hold us to account.
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.	Improvements to the way that we measure our risk interventions will enable us to better understand and inform our communities of the activities which offer the most value for money.
Further Improvements	
<i>List any additional actions for this commitment here</i>	

Commitment 8
<p>In this commitment, we want to not just influence partnerships with other organisations but also lead them.</p> <p>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</p>

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 deliver commitments in Your LFB

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

We will look to align with national best practice when appropriate and applicable, e.g. developing our Risk Based Intervention Program

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

Through our processes for analysing Protection trends and then sharing our learning with stakeholders, we will provide greater value to our communities and to the fire service nationally.

Further Improvements

List any additional actions for this commitment here

6. Measuring Success

To measure our success, we have a set of corporate Key Performance Indicators (KPIs) which relate to Protection activity. These will allow us, the public and other stakeholders to be able to independently assess our progress against the commitments outlined in this plan. These are the measures related to Protection we will be measuring in 2023/24:

	Measure	Target
ENGAGING WITH YOU	Community Satisfaction Rating	Improvement over time
PROTECTING YOU	Station staff time spent on Protection activities	In Development
	Alleged fire risks addressed within 3 hours	90%
	False alarms due to AFA in non-domestic buildings	20,000 per year
	Ratio of high risk audits completed	60% of eligible audits undertaken will be on high risk properties as we increase use of the online home fire safety tool

We will quality assure all aspects of our Protection Delivery work through a -framework, ensuring that staff are supported to deliver quality work through continuous feedback and learning, and systems are updated to address any systematic issues found. We will seek to evaluate activities such as the Risk Based Intervention Program, using quantitative and qualitative data. This information will be used to inform future activities to ensure maximum efficiency and effectiveness.