

People Strategy 2024 - 2027

Report to:

Date:

Commissioner's Board 3 June 2024
Deputy Mayor's Fire Board..... 3 July 2024
London Fire Commissioner

Report by:

Cliff Morton, Interim Chief HR Officer

Report classification:

For decision

For publication

I agree the recommended decision below.



Andy Roe

London Fire Commissioner

Date This decision was remotely signed on 31 July 2024

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report seeks approval of the publication of the London Fire Brigade People Strategy 2024 - 2027, which is an enabling strategy for the Community Risk Management Plan.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves for publication the People Strategy which is attached in appendix 1.

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 is being published, covering the six service strategies: Prevention, Protection and Preparedness, Response, Recovery, Engagement.
- 1.2 Underpinning the six service strategies are the enabling strategies: Communication and Engagement, Digital, Estates, People, Fleet and Net Zero. This report presents the enabling strategy for People.
- 1.3 The development of the *People Services department* strategy began during 2023, following the November 2022 publication of the Independent Review of Culture, two HMICFRS inspections which identified causes for concern relating to LFB culture, as well key areas for improvement across HR operations and people-related services.
- 1.4 The 2024 – 2027 People Strategy has expanded beyond the work of the People Services department, to include the people service functions of the Health and Safety department and the Learning and Professional Development department.

2 Objectives and expected outcomes

- 2.1 The overall objective of the People Strategy is to communicate the direction of travel for the improvement of the people-related service departments.
- 2.2 The document clearly sets out the people priorities within the context of the CRMP commitments and how it is intended to achieve those. It also explains the measures being put in place to ensure alignment with fire and rescue service sector and other relevant best practice.

3. Equality comments

- 3.1** The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2** It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3** The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4** The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5** Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3.6** The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 3.7** Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- tackle prejudice
 - promote understanding.
- 3.8** An equalities impact assessment (EIA) has been produced for the People Strategy and the current version is attached in appendix 2. Due to the subject matter of the strategy, it is important to note that assessing potential EDI impacts will be an ongoing piece of work. Therefore, the EIA will be updated based both on feedback from the Inclusion Team, and going forward, at least annually as the strategy is updated within the enabling strategy annual review process. Where people-related processes are identified as having negative impacts on any group, including those with protected characteristics, these will be addressed with the aim of removing the potential for those impacts to occur.
- 3.9** The strategy seeks to proactively improve employee (and prospective employee) experience across all groups, but with a specific focus on providing equity for all.

4 Other considerations

Workforce comments

- 4.1 A positive impact is anticipated by way of the CRMP's Commitment 5 which describes LFB's drive to 'enable our people to be the best they can be, to serve you better'. Commitment 5 includes improved employee experience, inclusion and improved staff wellbeing amongst its target areas.

Sustainability comments

- 4.2 No direct sustainability impacts are anticipated.

Procurement comments

- 4.3 The strategy itself does not have procurement impacts, however some of the work required to deliver against it are likely to require procurement processes. These will be carried out in accordance with the Scheme of Governance and in consultation with the Procurement Department.

Communications comments

- 4.4 The nature of the strategy demands that robust planning takes place, in order to ensure that staff are engaged and communicated with appropriately on matters relevant to them, whether proactively e.g. through messaging out to the organisation, or reactively e.g. through updating Hotwire content, policies and processes. It is also important to note that work to improve user experience will include consideration of communication methods, content and tone.
- 4.5 The departments responsible will ensure that a comprehensive understanding of communications needs is drawn up with guidance from the Head of Internal Communications and, if appropriate, the Head of External Communications.

5. Financial comments

- 5.1 This report recommends that the LFB People Strategy 2024-2027 is approved for publication. This report does not request approval for expenditure. Any recommendations to incur expenditure based on this strategy will be considered in line with LFB Governance requirements.

6. Legal comments

- 6.1 This report seeks the LFC's approval for publication of the LFB People Strategy ('Strategy') set out at Appendix 1. The Strategy is an enabling strategy for the Community Risk Management Plan.
- 6.2 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.
- 6.3 Section 1 of the Fire and Rescue Services 2004 states that the LFC is the fire and rescue authority for Greater London
- 6.4 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.

- 6.5 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 Planning, Regeneration and the Fire Service (the "Deputy Mayor").
- 6.6 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)".
- 6.7 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.
- 6.8 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).
- 6.9 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).
- 6.10 The Strategy attached to this report is identified and aligns with the CRMP and sets out the LFC's proposals for improvement of the people related service departments.

List of appendices

Appendix	Title	Open or confidential*
1	People Strategy 2024 – 2027	Open
2	People Strategy 2024 – 2027 Equality Impact Assessment	Open

Part two confidentiality

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

Is there a Part Two form: NO*



People Strategy

2024 - 2027

25 April 2024



1 INTRODUCTION

Serving our people

We recognise that people are our most valuable asset within LFB and it is essential that we support them to the best of our ability, so that together we can serve and protect London. Whilst we work closely with the GLA, London's blue light organisations, UK fire and rescue services and other external partners, none of this is possible without our people.

The development of the People Services department strategy began in early 2023 in response to the November 2022 publication of the Independent Review of Culture, an HMICFRS inspection which identified cause for concern relating to LFB culture, as well key areas for improvement across HR operations and people-related services.

That document covered People Services department activity only. This update broadens out the Strategy to include activity from our Learning and Professional Development department and the Health and Safety department. It includes our strategic ambition for people related services, building on agreed principles in the Community Risk Management Plan (CRMP) and feedback from staff across LFB.

Our Staff Survey data shows us that local line managers are trusted and respected, and so this People Strategy is focused on creating an environment where local managers are provided with the tools to make effective decisions for their people, whilst being supported by the centre.

We want to create an environment where all our people can thrive and feel valued every day, an environment that others look to model theirs on, or want to be a part of. The journey starts with this strategy but is executed, and made real, by all of our people. By delivering this Strategy we will shape our people related activities, to be a critical enabler in the success of all.

CRMP

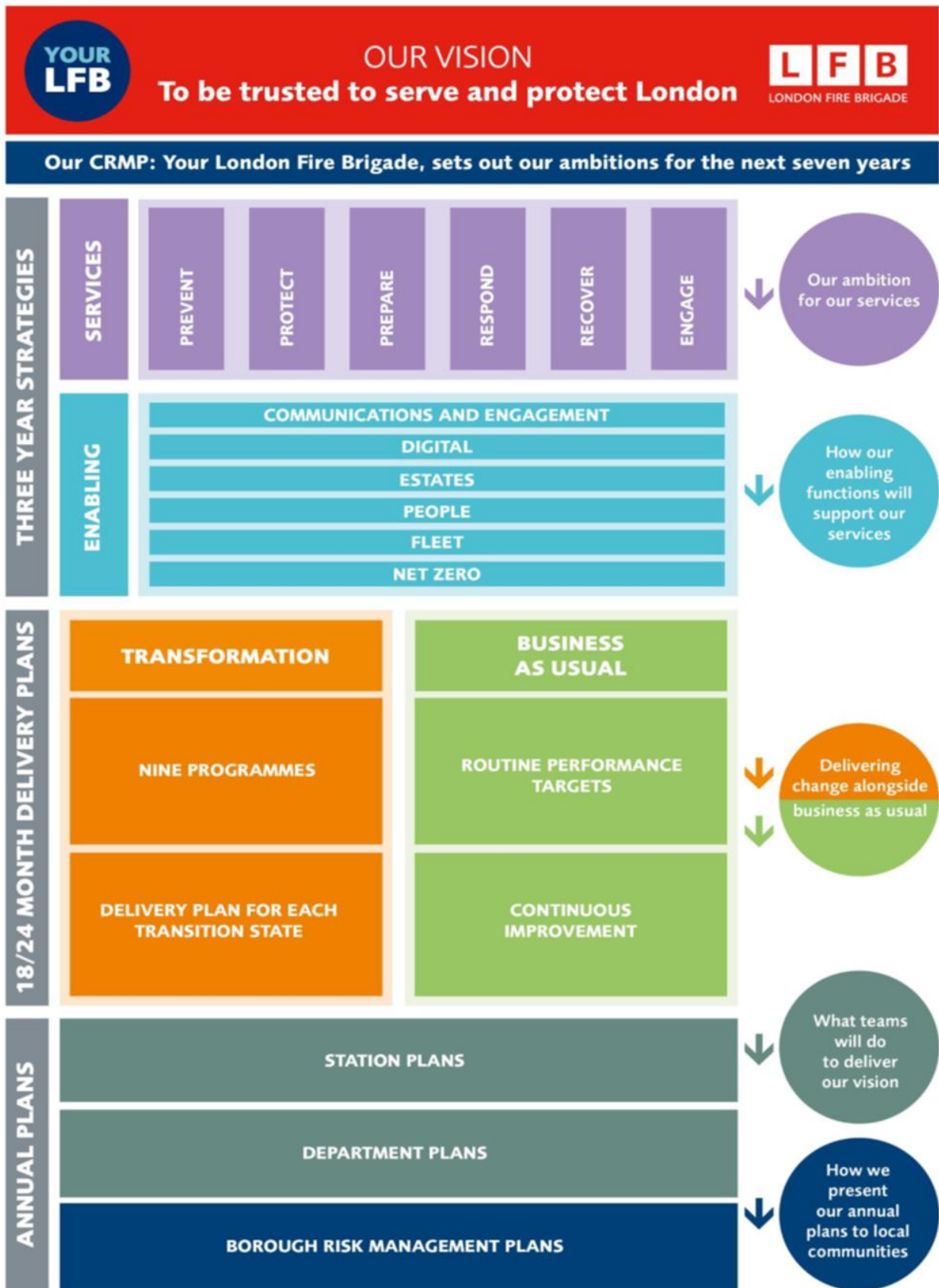
The London Fire Commissioner's strategic ambition for London Fire Brigade (LFB) is to be trusted to serve and protect London. How we will achieve that is set out in our Community Risk Management Plan (CRMP), which is our Integrated Risk Management Plan, in accordance with the requirements placed on us by the Fire and Rescue National Framework for England.

The service strategies work together, supported by the enabling strategies, 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 document is an enabling strategy, which seeks to underpin and support the six service strategies and the CRMP. This relationship is shown in the graphic on the next page.

2 From strategy to delivery



3 Our strategic ambition

As an enabling strategy underpinning the CRMP and the six service strategies, this document sets out the strategic ambition for our people. The ambition can be broken down into Culture, Leadership and Safety.



Culture

Every colleague, regardless of their rank, role, identity or difference is valued and feels respected, and has access to processes and practices which provide equitable opportunities, experiences and outcomes. We want our culture to be shaped by increasing the talent and diversity of our workforce at all levels. We want to support our people to develop the skills they need.

Leadership

We will build an environment where all our people feel supported in their development and their careers, actively identifying training needs and delivering packages of training in a way that suits our workforce whilst demonstrating clear channels for progression for all staff groups – operations, Control and FRS. 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.

Safety

Health and safety is an integral component in delivering a quality service to the public by ensuring that we manage risk in order to protect the health, safety and welfare at work of all our employees and any other persons who may be affected by our operations. We will continue our work on wellbeing, mental and physical health, learn lessons from others and innovate to keep creating new solutions to meet changing challenges.

We will:

- continue to improve the culture of LFB through ensuring that all staff are held accountable for living our values, which will be supported by the setting and communication of professional standards.
- continue to listen and act upon feedback from our staff to improve our services and by extension, the organisation we serve. We will continue to take an evidence-led approach to decision making, to continue to identify areas which need radical transformation, or a more holistic continuous improvement approach.
- develop an Employee Value Proposition which recognises the needs of the communities we serve and attracts talent from across London, because we need a workforce not only representative of,

but connected to, the communities we work within. We will promote the wide range of roles within our organisation as well as be honest about some of the challenges we face.

- become an employer of choice in the fire and rescue sector, through attracting and developing the best talent available for all roles within our organisation.
- continue to provide leadership training to all staff and introduce a programme of training for all line managers in the generic people management skills, to build understanding and confidence in those crucial areas.
- embed a Safety-First culture across all parts of the organisation to enable the right balance of effectiveness, efficiency and safety in a high-risk operating environment, through continuous feedback and learning loops across all parts of the organisation enabling critical, high-risk service delivery.
- continue to take a holistic view of health, safety and wellbeing, acknowledging the interdependencies between mental and physical health and the impact that a psychologically safe working environment has on those.
- build a better understanding of our staff lifecycle, across all groups, through process mapping and data analysis. This will help us to continually improve our workforce planning, pulling together the strands that impact this complex area such as recruitment, training, development, talent management and promotion.
- embed, organisation-wide, mandatory training as part of our Inclusion strategy, educating staff and elevating their expectations and approach. We will ensure that governance processes have active consideration of equality impacts built into the decision making, to ensure that our systems, policies and processes support inclusion, diversity and equity.
- utilise the staff networks and our links with the representative bodies to seek constructive input and feedback, as well as engage with external organisations where appropriate to create best in field people-related services.
- work with other departments to deliver a more logical, user-friendly and intuitive range of services for people across the organisation, with clear, easily accessible information.

4 Our values



The LFB Values were co-created through an extensive engagement programme with staff, with representatives from our Equality Support Groups and Trade Unions, who shared their views and stories. We collected and reviewed thousands of points of data, plus we met with community leaders from our Community Forum and Deaf and Disabled communities to receive their feedback.

We need values because they help us to make better decisions, providing a clear **why** for what we do, not just a **how**. Having a set of Brigade values which come from our best lived experiences and are rooted in the best of our history will provide a clear way of making those decisions.

It is the responsibility of each member of staff to take these behaviours and build them into their daily work by:

- living LFB Values and role model supporting behaviours.
- recognise and reward colleagues we see role modelling LFB Values and behaviours to a high standard.
- notice how things are being done in our teams and talk about how these behaviours do, or do not, support the desired culture.
- challenge behaviours which don't fit with the culture we are looking to achieve.
- play our part to create and maintain a healthy culture.
- champion the Brigade as a great place to work.

5 Delivering for the London Fire Brigade

As one of the enabling strategies, the People Strategy covers a three year period, with annual review points. To ensure that we deliver against the commitments in the CRMP and the six Service Strategies, each department will produce an annual departmental plan to highlight the key risks, service improvements and projects for the coming twelve months. The 2024 plans for the three departments involved in this strategy are included on the following pages. These will be reviewed and updated every year.



Trusted to serve and protect London People Services



Plan for 2024

Delivering advice, data led expert insights, strategic guidance, and customer focussed employee lifecycle activities that enable leaders, managers and our people to improve the employee experience and contribute to the LFB inclusive culture.

THE RISKS WE MANAGE

- Providing an inclusive culture where everyone is treated with dignity and respect.
- Workforce planning ensuring we have appropriate skilled workforce to deliver.
- Ensuring we have a pay and reward offer to attract and retain skilled staff.
- Maintaining an Industrial relations framework that enables change.
- Improving Equality, Diversity & Inclusion awareness for all.
- Providing a professional and modernised People Services function.

WHAT WE WILL DELIVER IN 2024

BUILDING TRUST

- Embed and launch our new People Services structure, develop our people and map and transform our service offer demonstrating the LFB Values, including the new Professional Standards Unit (PSU).
- Modernise our digital tools and support to our people and managers including the implementation of iTrent.
- Develop an Employee Value Proposition and branding to support attraction of candidates.
- Deliver the Policy review and refresh, including user guidance and workflows and updated Discipline and Grievance Policies.
- Resourcing (including promotion), HR Data, and Reward Strategies to be produced. Wellbeing and Inclusion strategies will be refreshed, and Workforce planning strategy will be implemented and embedded.

WHAT IS CHANGING: THE IMPROVEMENTS WE ARE MAKING

SERVICE DELIVERY

- Build a service based on a customer culture that is reflected across LFB and all employees feel they belong, and there is equity for all.

PEOPLE AND SKILLS

- Establish a best-in-field People service with a detailed understanding of the business requirements and data to support interventions and decision making.

EQUIPMENT AND FACILITIES

- Use technology to enable all our people interventions to be released digitally, using new methods to support our people and maximise the efficiency of our processes.

LIVING OUR VALUES



Deliver high quality end-to-end fix at first point of contact customer focussed HR services.



We are one team; we will strengthen our ways of working and cross team collaboration.



We will seek opportunities to learn and grow professionally, building and sharing our knowledge, seeking feedback to create a great customer experience.



Trusted to serve and protect London Health and Safety



Plan for 2024

We lead on the development and implementation of the Brigade's health and safety management system to support safe and healthy working. We work with London Fire Brigade's internal and external stakeholders to support a safe and professional culture that delivers efficient and effective services that serve and protect London.

THE RISKS WE MANAGE

- Safety Leadership and Culture.
- Resources and skills to investigate safety events.
- Provision of competent health and safety advice.

WHAT WE WILL DELIVER IN 2024

BUILDING TRUST

- We will lead on the development of a safe and professional culture through the Safety Climate survey.
- We will ensure there is effective health and safety consultation with the trade unions and other stakeholders.
- We will promote visibility of health and safety services by attending more staff forums and through the development of the health and safety section of Hotwire.

WHAT IS CHANGING: THE IMPROVEMENTS WE ARE MAKING

SERVICE DELIVERY

- Provide competent health and safety advice in support of the Community Risk Management Plan and other corporate plans.
- Learn through effective safety event reporting and investigation and by monitoring national learning to improve health and safety for all staff.
- Develop an on-scene safety event reporting solution through a mobile application.

PEOPLE AND SKILLS

- Promote effective safety leadership by implementing accredited Leading Safely training for senior managers.
- Improve understanding of the impact of contaminants on health through the Crenfell Firefighter Study.
- Review Equality Impact Assessments for health and safety policies.

EQUIPMENT AND FACILITIES

- Ensure a safe working environment in all Brigade premises (and for agile workers) through audit, inspection and assessment.
- Monitor air quality in Brigade premises.

LIVING OUR VALUES



Improving the health, safety and welfare of all staff by learning from safety events and listening to concerns.



Supporting staff to safely deliver a professional service to help make London the safest global city.



Providing honest and professional health and safety advice to support the aim to be a world class fire and rescue service for London, Londoners and visitors.



Trusted to serve and protect London

Learning and Professional Development



Plan for 2024

Working to improve the training offer, from the redesign of leadership and management through to the provision of high quality realistic operational training, so that all staff are safe and fully equipped to serve the people of London.

THE RISKS WE MANAGE

- An improved firefighter development programme, moving from 11 to 15 weeks.
- Delivery of training against the three-year rolling plan.
- Management of the training contract.
- Assuring and evaluating the effectiveness of training.
- Helping our people fulfil their potential.
- Maintenance of training materials.

WHAT WE WILL DELIVER IN 2024

BUILDING TRUST

- Embedding Appraisal Conversations into business as usual.

SERVE AND PROTECT

PREVENT

- New Safeguarding and Prevent Duty e-learning.

PROTECT

- Continued support and programming of training to maintain the establishment and expertise in fire engineering, inspecting officers and fire safety for frontline staff.

RESPOND

- A new strategy for operational exercises, incorporating high rise and basement guided learning.
- Improving our establishment through the closure of skills gaps and the reduction of the vacancy margin, via increased FFD throughput.

ENGAGE

- We will support the Community Engagement Strategy, by developing Community Engagement and Social Impact Training.

WHAT IS CHANGING: THE IMPROVEMENTS WE ARE MAKING

SERVICE DELIVERY

- A new strategy for operational exercises, incorporating high rise and basement guided learning.

PEOPLE AND SKILLS

- Improved firefighter development programme.
- We will expand localised training, as part of delivering training in a more flexible way.
- The introduction of a Modern Firefighting Training Programme.
- Specification and tender for a new LFB training facility.
- Expanding leadership and management training at every level.
- Introduction of the National Fire Chiefs Council leadership programmes.
- Introduction of a competency framework system.
- Licence to Operate for Level 3 and Level 4 incident commanders.
- Consolidation and redesign of DaMOP against National Operational Guidance.

LIVING OUR VALUES



Increasing in house training team to support the FFD Programme, creating a 'one team' approach.



We will develop training that meets the needs of all staff, including the introduction of an FRS development programme and Talent Management Strategy.



Listening to staff feedback, improving customer service and the way we schedule and allocate training.

6 Statutory requirements and national standards

The legislation applicable to our people related activity is as follows:

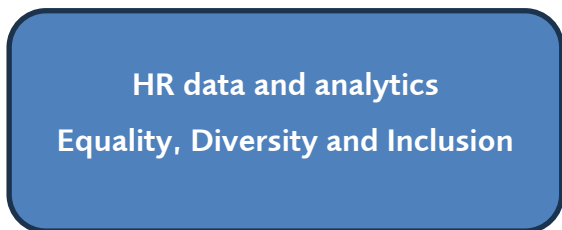


Fire and Rescue Services Act (FRSA) 2004
Fire and Rescue Services (Emergencies) (England) Order 2007
Fire and Rescue Service National Framework for England (2018)
Equalities Act 2010
Human Rights Act 1998
The Management of Health and Safety at Work Regulations 1999
Health and Safety Act 1974

NFCC HR Analytics maturity model

GLA Group Diversity and Inclusion Action Standard

NFCC EDI maturity model



In addition, we have sought the services of an external body, The Race Code, who will provide an extra layer of accountability on how we deliver activities against all protected characteristics and meet our Public Sector Equality Duty responsibilities.

7 Making and monitoring progress

The single most powerful driving force of our people services must – and will – be customer service. As LFB has with the London public, the people-related departments must develop a stronger focus on our service users as customers and deliver our responsibilities in a way that works for them.

This means ensuring that inclusion is actively built into processes and policies, thinking about the accessibility not only of our guidance but also the activities themselves – whether they relate to a new HR database, advisory content on our intranet, or customer contact such as an interview, a training course, or a health assessment.

We will continue to build a suite of internal performance reports which capture and reflect customer service and interaction, so that adverse trends can be identified and addressed. This will also enable us to share our successes, as continuous improvement within the departments drives better outcomes. Impact on our people will be monitored through process mapping and the intelligent use of HR data. Our People Survey outcomes will provide snapshots of staff opinion and an opportunity to identify persistent trends, when considered against the HR data and live PowerBI reports utilised by managers and HR Business Partners as part of business as usual.

These internal performance reports will sit separately to the public facing indicators set out in the CRMP, which we will continue to measure and monitor as part of routine governance and performance management. Those are:

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

8 Conclusion

The People Strategy will be a living document and our People Services team will lead on keeping its content aligned with the Brigade's priorities set out in the annual department plans. The focus goes far beyond HR policies, initiatives, and practices, recognising that all of us have shared responsibility for our contributions.

Delivering this Strategy together will allow us to attract and retain diverse talent to ensure we serve and protect London and everyone has opportunities to flourish in their role.

As we deliver on our ambitions for Culture, Leadership and Safety, we will enable our people to be best they can be, providing a service to London which puts the public and our communities first. Our success will be driven by our key asset - our people.



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Part 1: Equality Impact Assessment – submitter to complete

Before carrying out an Equality Impact Assessment (EIA), you should familiarise yourself with the guidance notes (see Appendix) and our other resources located within the [EIA section on Hotwire](#)

An EIA should be carried out whenever you are starting (or reviewing) any major new activity/programme/policy/project/strategy/campaign *, or where you propose changes or a review of the previous one.

*In this document, any kind of activity/programme/policy/project will be called an ACTIVITY for an easy read, while you specify the type of your event from your end.

The purpose of an EIA is to meet and justify the legal obligation required under the [Public Sector Equality Duty \(PSED\)](#), namely, the 'DUE REGARD' that documents that your activity/programme/policy will:

- 1. eliminate discrimination, harassment, and victimisation
- 2. advance equality of opportunity
- 3. foster good relations between people who share a relevant protected characteristic and people who do not share it.

In the EIA, you need to show that your activity meets the 3 conditions of the due regard, as listed above, and provide any relevant information showing that your activity caters for people with protected characteristics (where applicable), but also that it promotes equality and eliminates potential discrimination and offers additional opportunities to advance equality.

Where you identified any possible negative impacts on individuals and groups with protected characteristics, you need to complete a mitigating action plan (Section F below). After your mitigating action plan has been implemented, you need to inform the EAI Team by sending the same form again with the notification of the date when the mitigation action plan was completed.

A. Name and the nature of the programme/ activity

2024 – 2027 People Strategy

B. Reason for Equality Impact Assessment

Creation of an up to date People Strategy for the LFB

C. Person responsible for the programme/ activity

Name: Kathryn Bloomfield



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Job title: HR Business Manager

Department: People Services

D. Who is affected by this work? (All LFB staff, all operational LFB staff, specific department, external wider communities)

All LFB staff

E. What other policies/documents are relevant to this EIA?

These underpinning people-related strategies are relevant, in that through them and their associated action plans, the departments will deliver the strategic outcomes of the People Strategy:

- Workforce planning
- Inclusion
- Resourcing
- HR Data
- Training strategy / plan
- Talent strategy
- Health and Safety strategy / plan

All people related policies are relevant, in that this strategy articulates, at the highest level, the ambitions of LFB related to its people.

F. Equality and diversity considerations

Describe the ways how your activity meets the conditions of the due regard of the PSED and how LFB employees and communities of London may be affected by your activity, especially those ones with protected characteristics.

Protected characteristics Equality Act 2010:

- Age
- Disability/Barrier
- Gender and gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race including ethnicity and nationality
- Religion or belief
- Sexual orientation
- Socio-economic backgrounds
- Caring responsibilities



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Do not provide databases, graphs, or tables in this Section, just key findings and the outcomes of your learning about these different groups. For detailed evidence and lists of data used, use Section E 1.

The People Strategy 2024 – 2027 updates the People Services department strategy agreed by Directors in July 2023 and adds in Learning and Professional Development Department and Health and Safety Department’s perspectives. It gives information on the strategy’s relationship to the six service strategies as part of the overall community risk management plan (CRMP).

The strategy applies to all LFB staff and sets out these Strategic Outcomes:

- Empowering our People
- A workforce representative of, and engaged with, the communities we serve
- Informing the Strategic Direction of LFB
- Provide an organisation where all our people thrive

No strategy can make change just through being written or agreed – action must be defined and delivered to create and embed change. Such action must be identified and articulated with inclusion at its heart.

All activity articulated by the Strategy will comply with the Public Sector Equality Duty and where appropriate, have a standalone EIA to support its development.

G. Evidencing Impact

Please answer the following six questions:

- 1. List all the internal/external stakeholders and organisations you have consulted or contacted regarding your activity, along with the insights gained from these interactions?
Did you integrate their perspectives and opinions into the activity's design? Do you intend to conduct a follow-up or seek post-activity feedback from those stakeholders?**

The Strategy is intended as a living document and will be updated at least yearly with the revised department plans related to this work.

We have engaged with HR Senior Leadership Team, Transformation Department’s Strategy and Planning team, AC L&PD and AD H&S. Feedback has been incorporated into the Strategy document.

- 2. Have you faced any gaps in evidence for assessing your activity's impact, and if so, can you justify proceeding with the EIA without addressing them or are you considering a mitigation action plan?**



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Not applicable – the Strategy is a broad articulation of a people-centred, customer-focus style approach. What that means in relation to specific activities will need to be assessed at point of design for those activities.

3. What adjustments have you considered for people with protected characteristics, and how does your activity promote equality of opportunity and caters for equity for them?

The strategy itself sets out the overarching objectives of the People Strategy to improve people-related services for all staff – whether in their role as an employee or as a line manager. Delivery of these services must and will include accessibility principles e.g. policies and other written content. This means that language should be simplified and clear, so that it is easier to read for those with English as a second language, learning support needs and /or neurodiversities. Different learning styles should be accounted for when communicating people-related information e.g. use of short videos on Hotwire as well as written content.

4. How do you communicate the activity to those involved, especially with protected characteristics, and have you considered diverse formats such as audio, large print, easy read, and other accessibility options in various materials?

We will seek guidance on these matters from the EDI team, the Inclusion Resource library and the Communications Team.

H. Mitigating action plan (where an adverse impact has been identified, please record the steps that are being taken to mitigate or justify it?)

Not applicable

Protected characteristic and potential adverse impact	Action being taken to mitigate or justify	Lead person/department responsible for the mitigating action
1.		
2.		
3.		
4.		

I. Signed by the Submitter

Name: Kathryn Bloomfield



LONDON FIRE BRIGADE

Rank/Grade: FRS G

Date: 26 February 2024 Updated and re-submitted to EIA team 7 May 2024



LONDON FIRE BRIGADE

Part 2: Inclusion team to complete - feedback and recommendations

J. EIA Outcomes

Select one of the four options below to indicate next steps:

Recommendation 1: No change required – the assessment is that the activity is/will be robust.

Recommendation 2: Continue and adjust the activity accordingly following our feedback – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.

Recommendation 3: You must complete the mitigation action plan and continue the activity despite the potential for adverse impact with mitigation in place.

Recommendation 4: Stop the activity as there are adverse effects which cannot be prevented/mitigated.

K. Feedback

Please specify the actions required to implement the findings of this EIA and how the programme/activity's equality impact will be monitored in the future. It may be helpful to complete the table.

[text to be completed by the EIA Team]

L. Sign off by EIA Inclusion team

Date: