

Recover Strategy 2024 - 2026

Report to:

Service Delivery Board
Commissioner's Board
Fire and Resilience Board
London Fire Commissioner

Date:

21 February 2024
7 March 2024
2 April 2024

Report by:

Tom Ronan, Station Commander, Strategic Planning
Denis Melia, Group Commander, Strategic Planning

Report classification:

For decision

For publication

I agree the recommended decision below.



Andy Roe

London Fire Commissioner

Date This decision was remotely
signed on 10 April 2024

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents the LFB Recover Strategy for approval, which supports the Community Risk Management Plan 2023.

Recommended decision - The London Fire Commissioner

That the London Fire Commissioner approves the Recover Strategy attached at 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 are being published, each describing the purpose and scope of its respective LFB service.
- 1.2 LFB delivers its services to London across six main services: Prevent, Protect, Respond, Engage, Prepare and Recover. This strategy sets out LFB's intentions for delivery of the Recover service.

2 Objectives and expected outcomes

- 2.1 The Recover Strategy is a two-year strategy (with annual review points) and has been produced by Strategic Planning on behalf of the Deputy Commissioner for Preparedness and Response. It can be found in Appendix 1.
- 2.2 The Recover Strategy will sit beneath the CRMP and will inform the provision of the Recover service by LFB and activities in line with the strategy. It will also inform Borough Risk Management Plans and Station Plans.
- 2.3 The Prevent, Protect, Respond and Engage strategies were agreed in 2023. As the Prepare and Recover strategies have been produced in 2024, they will be subject to full review in 2026, so that the publication schedules become aligned.
- 2.4 The intended audience for service strategies are subject matter experts and they are not aimed at an external audience. Communications will also support the development of a high-level

understanding of the service strategies among staff.

- 2.5** All the service strategies will follow the same format and be published in a standard designed template. 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** The service strategies are driven by the Community Risk Management Plan and the Assessment of Risk, both of which have an assessment of their equalities impact. The service strategies identify the services and actions that will be taken to mitigate the impact of risk on the communities we serve, 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 are no equalities impact assessment on the service strategies.

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 'better train and equip our staff' through improvements to training systems and assets, and talent development. Commitment 5 also places a greater priority on staff health, safety and wellbeing.

In the preparation of this Strategy the Fire Brigades Union and the representative bodies for non-uniformed staff have been engaged with.

Sustainability comments

4.2 The Recover Strategy aligns to the LFB Sustainable Development Strategy. This Strategy will contribute to the protection of the environment and its resources, mitigating climate change where possible through initiatives to support Net Zero Carbon by 2030 such as the adoption of Zero Emissions Pumping Appliances (ZEPAs) at the next fleet re-fresh and ensuring that all LFB-owned officer's cars are fully electric, or hybrid powered by 2024. Responding to incidents in the quickest times possible with the right capabilities should result in less damage to the natural and built environments, less emissions of harmful gases and particulates into the atmosphere and less use of water and other extinguishing media. The minimisation and management of water run-off and other pollutants at fires and other incidents attended by LFB, and other environmental protection measures will continue to be priorities for incident commanders at all levels.

Procurement comments

4.3 There are no identified procurement impacts though some may arise over the lifetime of this strategy and the CRMP as periodic review of risk and demand for LFB Recover services necessitate a need for additional or new equipment, advertising, publicity, training or other costs.

Communications comments

5. As set out in the Engagement Strategy 2023, engagement activity will be designed to support the delivery of the Recover Strategy over its lifetime. This includes borough and station level activities to highlight the local risk profile and LFB local plans developed in Recover to those risks.

In the preparation of this Strategy the Fire Brigades Union and the representative bodies for non-uniformed staff have been engaged with.

6. Financial comments

6.1 The Chief Finance Officer has reviewed the report and has no comments.

7. Legal comments

7.1 This report seeks the LFC's approval of the LFB Recover Strategy ('Strategy') set out at

Appendix 1. The Strategy supports the Community Risk Management Plan.

- 7.2 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.
- 7.3 Section 1 of the Fire and Rescue Services Act 2004 states that the LFC is the fire and rescue authority for Greater London.
- 7.4 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.
- 7.5 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 Fire and Resilience (the "Deputy Mayor").
- 7.6 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)".
- 7.7 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.
- 7.8 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).
- 7.9 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).
- 7.10 The LFC's CRMP sets out that, "We will bring together and enhance existing services which do not form part of our prevention, protection and response services into three newly defined areas. These are: Preparedness, Recovery and Engagement." The strategy attached to this report is the Recovery Strategy.
- 7.11 The core requirements on the LFC are set out in the Fire and Rescue Service Act 2004 ('FRSA') 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.
- 7.12 Additionally, section 5A of the FRSA permits the LFC to do anything it considers appropriate for the purposes of the carrying-out of any of its functions, anything it considers appropriate for purposes incidental to its functional purposes, anything it considers appropriate for purposes indirectly incidental to its functional purposes through any number of removes. This therefore provides the statutory basis for the actions undertaken under this strategy.
- 7.13 The strategy attached to this report therefore 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	DRAFT LFB Recover Strategy 2024 - 2026	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

OFFICIAL

**Recover Strategy 2024/26
(v 4.0)**

1. Introduction

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. Recover is one of the six services that will support delivery of that strategic ambition. The remaining five services are Prevent, Protect, Prepare, Respond and Engage. There will be a strategy for each of those services which will provide more detail on our ambition for that service.

The service 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 will all be refreshed in 2026 and from then will be 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.

Our Values

In 2023, as part of our commitment to cultural change and improvement in our services, we introduced six new values.

These are a set of guiding principles that will help us to create a safe and professional workplace culture and help us achieve LFB's vision to be trusted to serve and protect London. We believe that the values we have chosen capture the best of LFB, and they will be embedded as the standards we set and hold each other accountable for putting into practice. Our values are:

- Service: we put the public first
- Integrity: we act with honesty
- Courage: we step up to the challenge
- Teamwork: we work together and include everyone
- Learning: we listen so that we can improve
- Equity: we treat everyone according to their needs

The six new values will be built into our policies and processes so that they are understood and upheld. They will be included in station and department plans and in policies from recruitment through to retirement and beyond. They will underpin the delivery of this strategy.

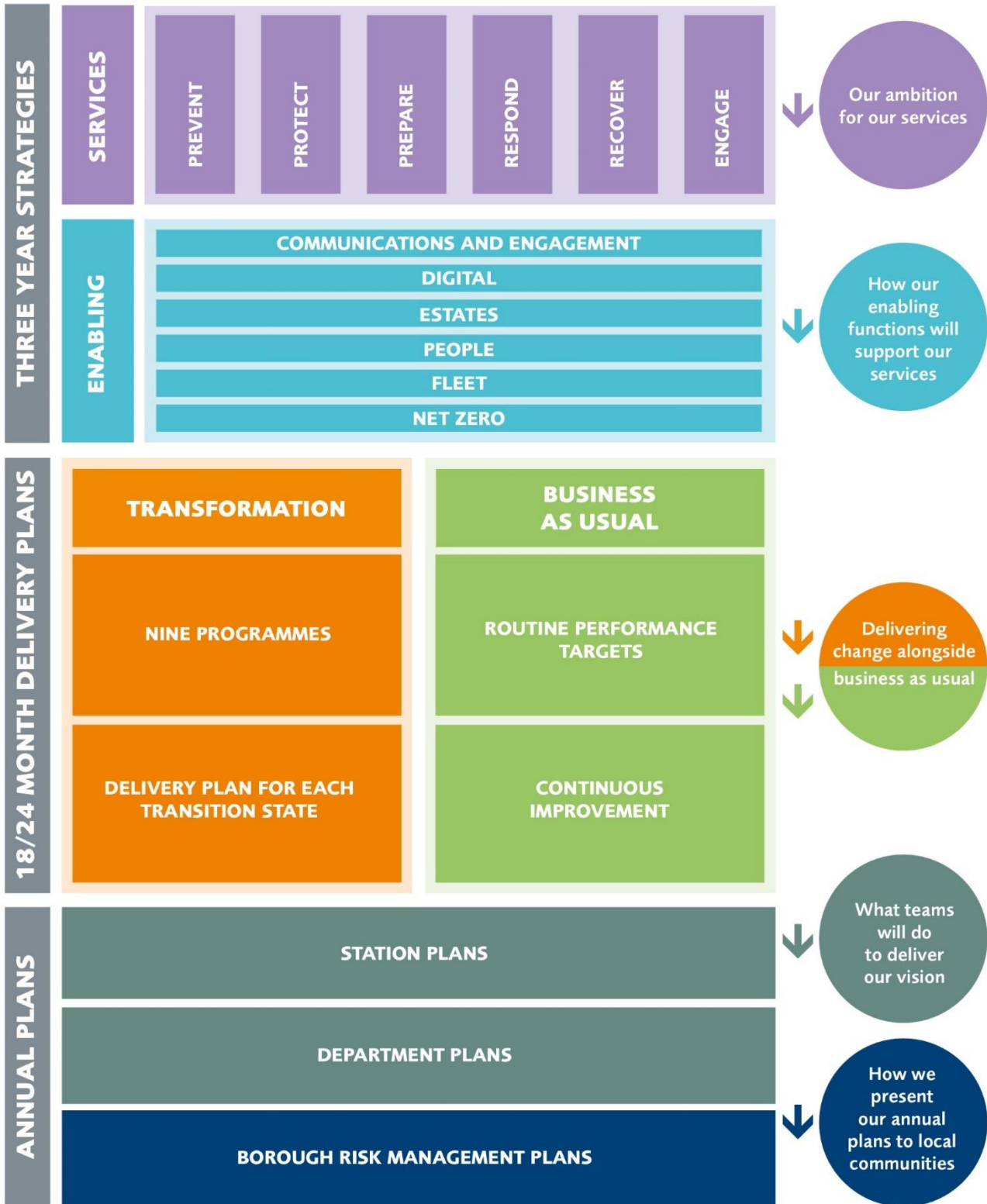


OUR VISION

To be trusted to serve and protect London



Our CRMP: Your London Fire Brigade, sets out our ambitions for the next seven years



Recover and Prepare Services – Strategic Objectives

Recover and Prepare are two new strategies which have their basis in CRMP Commitment 4: We will design services around your needs and concerns.

These service strategies support each other to describe end to end **service** provision, preparing communities for risks and enabling them to recover quickly.

The overarching objective for these two service strategies is that communities will be supported throughout the lifecycle of emergencies, being supported both as individuals and communities to be active participants in preparing for and recovering from emergencies. The user journey will take an active participant through the journey from first contact with the fire service to actively participating in building resilient and safe communities.

We will work with communities and other organisations to help everyone become active partners in preventing future emergencies and supporting the return to normality as quickly as possible after events.

Recover Service

The Recover Service is a newly described service, encompassing existing activity and planned service enhancements. We define recover services as actions taken to help communities, businesses and individuals recover from the impacts of fire and rescue service incidents and wider events.

The intended outcomes for the recover strategy, listed below and taken from the Target Operating Model (TOM) describe the LFC's ambition for the recover service over the lifetime of the CRMP. In the end state, LFB will deliver mature services to London, driven by LFB's values and the strategic ambition articulated within the TOM and CRMP (Your London Fire Brigade).

To achieve these outcomes, initial focus will be on delivering existing services well, building trust with partners and communities and ensuring the core needs of communities are met. To achieve this, existing services will need to be; described and defined, resourced and planned and efficiently and effectively delivered. Once this has been established, services will be enhanced with new activities. This approach will focus efficient and effective delivery of existing activity, highlighting what works well today and enabling and identifying capacity for future improvement.

Recover Service Desired Outcomes

- **Community Outcomes**

Communities are consistently offered the right services after an incident to support recovery and mitigate the effects of an incident. These services are clearly defined and understood across communities and LFB.

- **LFB Staff Outcomes**

Staff are equipped and trained to provide recovery **services** after an incident according to incident type and the community vulnerability.

- **Partner Outcomes**

LFB and partners have clear roles and responsibilities post-incident, with joint referral schemes in place where appropriate.

2. Context

Assessment of Risk

The Assessment of Risk (AoR) for London is the London Fire Commissioner's (LFC's) response to the requirement set out in the Fire and Rescue National Framework for England 2018 to 'identify and assess the full range of foreseeable fire and rescue related risks their areas face'. The AoR captures and rates these risks and is a key underpinning foundation to the CRMP and supporting service strategies.

The table below shows a summary of the higher risks identified by the LFC as foreseeable in London, which fall within the remit of LFB to prepare for. The table positions each identified risk based on the likelihood of that type of risk being realised and the potential severity should such an event occur. It further sub-categorises the risks as Extraordinary Risks taken from the London Risk Register and Fire incident and 'non-fire' incidents with brief descriptors of some different circumstances in which these could occur.

The Recover Strategy recognises that mitigation measures described in Prevention, Protection and Preparedness strategies will not reduce risk to zero. Incidents will inevitably occur that require a response from LFB as described in the Response Strategy. Following any response intervention by LFB, recover services support those impacted by mitigating against the effects of the event. This strategy sets out actions that may be taken across the range of assessed risks below, with LFB proactively providing post-incident care.

Composite Summary of highest risks from LFB data by location (black text) and London Risk Register Extraordinary Risks (white text)

Consequence	5	Fire involving warehouses and bulk storage Fire involving manufacturing and processing plants	Fire involving landfill or wasteland Non-fire incidents involving outdoor water and boats	Fire involving rural land (urban rural interface) Non-fire incidents involving trains and transport buildings T7 larger Scale CBRN Attacks	Fire involving purpose-built flats Non-fire incidents involving road vehicles and urban infrastructure	
	4		R68 High Consequence Dangerous Goods, L54b Fires in large public and commercial buildings	Fire involving converted flats or HMOs Fire involving care homes and specialised living R83 Surface Water Flooding L21 Fluvial Flooding	Fire involving houses and bungalows	
	3			Fire involving offices and call centres Fire involving short stay accommodation Fire involving retail outlets Fire involving food and drink outlets R91 Low temperatures and heavy Snow L19 Groundwater Flooding, HL19 Coastal/Tidal Flooding	Fire involving private garages and sheds R54 Major Fire R63 Accidental Release of a Biological Substance, L54a Fires in purpose built high-rise flats T2 Attacks on Infrastructure T3 Attacks on Transport T6 Medium Scale CBRN Attacks	
	2					
	1					
		1	2	3	4	5
Likelihood						
Extraordinary risk likelihood rating <i>probability of occurring within London within next 12 months</i> 1. Less than 0.2% chance of occurring 2. Between 0.2% and 1% 3. Between 1% and 5% 4. Between 5% and 25% 5. More than 25%				Fire/non-fire incident risk likelihood rating <i>likely frequency of incidents occurring within London</i> 1. Between one a year and once a week 2. Between one a week and one a day 3. Between one and five a day 4. Between five and twenty a day 5. Twenty or more a day		

Statutory requirements and national standards

The baseline for fire service activities is to meet our statutory obligations. These are primarily set out in the Fire Services Act 2004 and the National Framework Document 2018 which provide the main direction for LFB to assess foreseeable risk and to plan a response to those risks. Additionally, the following pieces of legislation and national standards also either require the LFC to make provision for securing an ability to respond to emergencies and deploy appropriate capabilities to deal with them or require the LFC to be compliant with them when making their arrangements:

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

Legislation also places a duty on the Brigade to collaborate with other Emergency Services and local authorities, to work together to protect their local communities from crime and to help people feel safer. These are:

- The Police & Crime Act 2017 -
- The Fire & Rescue Equalities Framework 2017.

With relevance to mitigation measures taken during an incident to promote community recovery, the following regulations mandate fire and rescue services to take steps to prevent or reduce environmental damage:

- Environmental Damage (Prevention and Remediation) (England) Regulations

Discretionary Use of LFB Response Capabilities

LFB may use its discretionary powers to deploy and use its response capabilities to assist communities or other agencies in the recovery phase of any incident where the LFC decides there is a public need. These may include (but are not limited to):

- Recovery from wide area flooding and adverse weather.
- Recovery from terrorism
- Recovery from hazardous materials incidents
- Deployment of non-emergency resources to support other FRS or police services e.g., Fire Investigation dog capability.
- Support to London Ambulance Service and other Health partners across London
- Provision of trained personnel in support of national resilience
- Provision of personnel in a general capacity to support public need.

Decisions to use LFB capabilities for these or any other discretionary activities are judged on a case-by-case basis with due regard being given to other prevailing demands at the time.

Assurance Recommendations

This strategy addresses the following recommendations made following the LFB Cultural Review.

- **Recommendation 12, Outcome 16:** Improve post-incident care by providing a named person to members of the public directly impacted by an event that required LFB attendance. Members of the public affected by incidents are provided with an LFB Family Liaison Officer who offers sensitive and compassionate support. This increases community trust and confidence.

Meeting the Mayor's priorities

This strategy supports the following London Mayoral priorities:

- **Fighting for London's economy:** Supporting business, protecting jobs, boasting skills provision and increasing the standard of living for all Londoners.

The Recover Strategy services focus on mitigating the impacts of incidents and supporting return to normality for communities and business. By mitigating damage, limiting impact and using LFB's capabilities to restore access, services and public amenities, LFB supports the local and wider economy, encouraging business continuity, recovery and protecting employment.

- **Ensuring the safety and security of London**

This strategy supports the Mayor's ambition for London by making people feel safer and be safer in their homes, encouraging individuals and communities to be active participants in preparing for and recovering from emergencies and working to address social and economic inequalities by supporting those who are most vulnerable post incident.

3. Where we are now

This strategy sets out the actions taken by LFB to mitigate the impacts of events, where the application of preventative and protective measures detailed in the Prevent and Protect Strategies has not prevented an emergency occurring. LFB undertakes a range of existing activity, across different service areas, during and after incidents to assist communities, individuals, and partners. This Strategy formalises, defines, and draws together existing activity into one organisational structure allowing focus on effective and efficient delivery and describes the aspirations for service development.

The Recover Strategy has two components reflecting the TOM:

- Response Recovery
- Recovery in Partnership

Response Recovery

This primarily deals with activities undertaken by response resources, such as fire crews and officers. Activities will occur during or immediately after an incident to reduce and mitigate the impacts of the event, and to promote and facilitate recovery, returning communities to normality as soon as possible. Response recovery is primarily delivered in person within an initial deployment. The response recovery component has three parts.

Personal and Community Recovery

Response crews undertake damage control and salvage activities during incidents preventing damage to and/or loss of equipment, buildings, records, items of community or personal significance, local amenity, and the environment. Crews liaise with individuals and communities, identifying priorities and aiding post incident recovery by mitigating losses.

Damage control undertaken by crews is crucial to promoting recovery post incident. Damage control activity has three phases.

- Phase 1 – Work undertaken at the same time as firefighting or response. Usually, the most important if serious damage is to be prevented.
- Phase 2 – Mitigate the damage which has already occurred and prevent further deterioration.
- Phase 3 – Prevention of subsequent damage or loss.

Beyond damage mitigation, initial crews use their capacity at incidents to support communities by identification of vulnerability including, but not limited to; socio-economic, mental health, and physical health needs. Crews are trained to identify possible safeguarding issues and take immediate actions to support vulnerable members of the community, keep them safe and refer to the appropriate agency.

Initial crews conduct level 1 fire investigation activity including scene preservation and initial assistance to police, promoting individual and community recovery through identification of causation.

Actions undertaken during Response Recovery set the groundwork work for LFBs local and specialist teams working in Recovery in Partnership.

Public Infrastructure Recovery

In locations containing local or national infrastructure, incidents may cause a loss of key services such as the provision of electricity, water supplies or communications services. In such locations, protecting infrastructure will be a very high priority for crews to support post incident recovery.

During or immediately after an incident responding crews request sufficient resources to implement damage control plans for wider infrastructure recovery. Where these resource needs exceed those on front line appliances officers will request additional resource or specialist support. Crews use their response capabilities to return the area surrounding an incident to normal as soon as reasonably practicable. This may include but is not limited to;

- Pumping out water from domestic properties
- Using crews to clear debris from roads and thoroughfares
- Controlling, mitigating, or containing hazardous materials during emergency phase.
- Providing a safe system of work and specialist advice to partners
- Providing safe means of access and egress to communities.

Private Infrastructure Recovery

Response crews work to mitigate impacts to business and private infrastructure resulting from fire service activity, event impacts or interruption to services and infrastructure. Crews will work with partners to reduce incident footprint, limit cordons, and remove restrictions on activity and transport as soon as reasonably practicable, allowing businesses to return to work as normal. Crews may use their response capabilities to assist with damage mitigation and return to normal business in private premises. It is the Brigade's policy to recover costs by charging for certain mitigation activity when assisting the business community.

These include, but are not limited to:

- Use of Brigade's equipment to supply or remove water.
- Clearing of flooded commercial premises.
- Making structures safe where there is no risk of personal injury to the public.
- Activity to manage chemicals/hazardous materials occurring other than in domestic locations.
- Any special service which is classified as 'miscellaneous' but delivered under the Brigades discretionary powers.

Recovery in Partnership

At larger incidents, the long-term recovery of a community will normally be the statutory responsibility of the local authority, but the Brigade can play an important role in restoring normality by working in partnership with communities and other agencies; particularly if it is anticipated that there may be a need for specialist or on-going support using the brigades' capabilities.

Formal working together agreements exist with partners in some areas. These agreements set out the roles and responsibilities of both parties during emergencies, identifying the principles of engagement and providing guidance on how the parties will work together, e.g., with the environment agency.

The brigade currently provides capability to assist with recovery from emergencies in the following areas.

- Assisting with victim recovery
- Assisting with disaster victim identification
- Fire Investigation and support to criminal investigation
- Assisting with detection monitoring and indentation of hazardous materials
- Providing support and liaison with Local Authority Liaison Officers
- Providing general and logistical support to Rest Centres and Survivor Centres.

Recovery In Partnership with Communities

The Brigade's engagement strategy describes the intention and method of engaging with communities to identify needs, wants and expectations and the Community Engagement Team are active in the period after an emergency has occurred.

The Recover Strategy and the Community Engagement Strategy are supporting strategies with the intention of identifying best use of brigade resources after incidents to support communities and individuals in returning to normality.

Recovery in Partnership is an area where the Brigade may often use its discretionary powers to deploy resource where the LFC decides there is a public need. These may include (but are not limited to):

- Provision of personnel in a general capacity to support public need.
- Recovery from wide area flooding and adverse weather.
- Recovery from terrorism.
- Support to London Ambulance Services
- Provision of trained personnel in support of national resilience and/or national priorities, e.g., PMART.
- Deployment of non-emergency resources to support other FRS other agencies or police services e.g., Fire Investigation dog capability.
- Recovery from incidents involving hazardous materials.

Decisions to use LFB capabilities for these or any other discretionary activities are judged on a case-by-case basis with due regard being given to other prevailing demands at the time including the requirement to maintain statutory capabilities.

4. What we will improve

LFB's TOM and the CRMP describe the capability uplifts and new services planned to support the safety and wellbeing of London's communities throughout an incident lifecycle including post incident recovery. These service uplifts will deliver the desired outcomes and service objectives described in both documents and set out in this strategy. These desired uplifts will require resourcing, in particular the creation of new operational or FRS roles to undertake community and family liaison will require growth in the establishment or the training and development of existing staff.

Key areas of opportunity for improvement are described below.

Partner Collaboration

- Development of service level agreements to clearly define roles and responsibilities.
- Formal data sharing agreements with partners.
- Referrals between partners and LFB becomes a routine way of working, supporting each organisation to effectively target services where a vulnerability is identified.

Communications and channels

- Provision of real-time support to the public during weather events or terrorist incidents to inform what to do in these situations.
- Extend the Safer Together message to include preparedness and recovery activities.
- Improve communications to raise awareness and effectiveness of the newly defined service to external stakeholders.
- More sophisticated use of technology to provide real-time information as incidents develop.
- Digital twins support LFB in providing more tailored communications to communities prepare for an incident.
- An easier to access non-emergency central number should be used for communities to access and book recover services and ask for advice and guidance
- Non-Emergency Text; An easier to access non-emergency central number should be used for communities to access and book recover services and ask for advice and guidance
- The LFB website will become a core channel for delivering recover services. The full breadth of services should be listed online in one place. This should be linked to relevant (i) guidance and advice, (ii) self-service online services, (iii) booking for multiple services in one go to enable the same resources to deliver multiple services in one event. This should be accessible to reflect the diverse requirements of London's communities and available in different languages.
- Social Media: Facebook, LinkedIn, Instagram, YouTube and other future options should continue to be used for targeted advice and guidance according to risk and vulnerability of individuals and public infrastructure.

Service Accessibility

- Greater opportunities for communities to self-refer through a wider range of channels including on line
- Provision of alternative non-emergency telephone number for support and advice

Ongoing support

- Offer ongoing psychological support to staff who need it following an incident through referral to counselling services.
- Members of the public affected by incidents are provided with an LFB Family Liaison Officer who offers sensitive and compassionate support.
- Community Liaison Officer to be introduced as a dedicated role at large incidents. The Community Liaison Officer will identify the needs and priorities of communities with regard to recovery services.
- Use LFB capabilities to support London to recover from significant weather incidents or large scale disruption after the emergency phase and statutory duties have ended.

Proactive service delivery

- LFB will use Horizon Scanning to identify potential threats and put in place plans to deliver preparedness and recovery activities appropriate for new and emerging risks including climate change, future Pandemics and Cyber related emergencies.
- LFB will plan training and recruitment for the skills required to deliver new services and explore whether specialist teams would be appropriate to support fire fighters and communities dealing with new risks.

Linking the Recover Strategy to our CRMP Commitments and Programmes

The tables below show how the ambitions for transformation and improvement of the services offered as part of the response strategy align with the commitments set out in our CRMP.

Commitment 1 - We will work with you to provide localised services that meet your needs	
<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 to deliver recovery services such as housing associations, carers' organisations, health and social care providers, day centres and voluntary bodies, so we can more easily work with them to improve the wellbeing and safety of the people they support post incident. We also want to shape policy and improve effectiveness through these partnerships.</p>	
How we will deliver commitments in Your LFB	
<p>Local community engagement – Community engagement sessions will run in each local area to enable us to better target recovery activity.</p> <p>The introduction of Community and Family Liaison officers will ensure needs wants and expectations are understood.</p>	<p><i>We will improve our support for the local community after an incident has occurred to enable individuals and the community to recover more quickly from hazardous events. We will work with communities and other organisations to help everyone become active partners in preventing future emergencies and support the return to normality as quickly as possible.</i></p>
Further Improvements	
<p><i>Programme 5 supports the Recover Strategy through the development of "post incident care"</i></p>	

Commitment 2 – We will make it easy for you to access our services	
<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. 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	
<p>Non-emergency line – You will be able to access services through a broader range of methods and get non-emergency preparedness, response and recovery services for advice and reassurance.</p>	<p><i>We will introduce a non-emergency contact line to enable the public to receive a prompt response from LFB to non-emergency queries and requests concerning preparedness, response and recovery. The line would perform the role of 'one stop shop' that would direct the caller to the right service for them on the basis of a single phone call but would not place</i></p>

	<i>additional demand in the 999 emergency service.</i>
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.	<i>We will explore ways in which our stations and our locally based staff can be used to support community recovery, especially after particularly significant incidents.</i> <i>We will also open a new LFB Museum – designed with local communities to provide a unique forum for engagement and education and where all will be able to access prevention, protection and recovery services.</i>
Further Improvements	
Program 2 supports the Recovery Strategy by the introduction of a non-emergency contact channel and by promoting the use of the LFB estate to the public and partners, making it central to the communities where it is situated and serves.	

Commitment 3 - We will adapt our services as your needs change	
In this commitment, we want to become more proactive and flexible. We want to meet you and your communities' evolving needs, while predicting future needs. We will also deliver a fit-for-purpose service based on evidence. This will improve our ability to respond to new risks such as those relating to the built environment and climate change.	
How we will deliver commitments in Your LFB	
Future fit – We will look to the future to ensure we are able to adapt our services to the evolving needs of London's communities.	<i>LFB will continue to be outward facing and to learn from local communities, national, international and multi-sector experience to review our own practices and wherever possible adapt our capabilities to face emerging and future threats and hazards.</i>
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.	<i>LFB will continue to make better use of forecasting to assess and plan for periods of high demand in terms of either operational demand or internal resourcing factors.</i>
Predicting future needs – We will use advanced modelling techniques to enable us to adapt our prevention, protection, and response services to changing risks.	<i>LFB will continue to work with key suppliers to ensure that the most accurate and current data available is used to assess future growth and development in London and to ensure that our response service will continue to meet the needs of that evolving community.</i>
Shared situational awareness – We will improve the sharing of information at operational incidents within the Brigade, and with partners to improve our response services.	<i>The forementioned radio project, and further development of capabilities such as drone technology will improve our own effectiveness and enable us to provide better support to partners e.g. the use of LFB</i>

	<i>drones to search for and locate high-risk missing persons.</i>
Caller awareness – We will offer you more support when you make a 999 call to help you give us the information, we need to assess risk and provide better response services.	<i>Continued use of products such as 999Eye and What3Words will enable callers to give more accurate and timely information to Brigade Control improving the situation for themselves and others in distress.</i>
Further Improvements	
<i>Program 3 supports this strategy with the introduction of horizon scanning function to better align services to the needs of their communities, the introduction of new firefighting technology and by improvements to caller and operational awareness.</i>	

Commitment 4 – We will design services around your needs and concerns	
In this commitment, we want to move from being focussed on targets to being focussed on outcomes.	
We will deliver our services according to your needs.	
We will improve how we communicate our services to London's communities.	
We will support the wellbeing of our communities after an incident has occurred.	
How we will deliver commitments in Your LFB	
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.	<i>Through the engagement carried out with our communities to promote BRMPs, we will speak to our communities and take their views and needs into account when shaping London-wide and local services.</i> <i>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.</i>
Live incident updates – We will support you during our response to an incident by sharing guidance and signposting you to other organisations if necessary.	<i>We will continue to improve the end-to-end care that we offer to the community following an incident by making sure that affected members of the community are handed to or put in touch with the agency who can most appropriately facilitate early recovery.</i>
Further Improvements	
<i>Program 4 supports the Recovery Strategy by providing live incident updates to communities during incidents and by proactive, continued support through all stages of an incident.</i>	

Commitment 5 - We will enable our people to be the best they can be, to serve you better	
<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>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.</p>	<p><i>We will continue to explore and develop options for flexing the delivery of our response capabilities. We will explore using our capacity to deliver recovery services post incident in partnership with communities and other agencies.</i></p>
<p>Staff safety– Staff health and safety will be better prioritised, and we will ensure proper measures are in place to support our staff members throughout their careers.</p>	<p><i>This will include the promotion of safe practices around firefighter contamination. Addressing contamination impacts on responding crews may free up capacity for recovery work.</i></p>
<p>Leadership development – We will deliver a suite of leadership courses for all staff to enhance leadership throughout the organisation.</p>	<p><i>We will develop staff at all tiers of management in all aspects of their role including Control and operational incident management where relevant.</i></p>
Further Improvements	
<p>We recognise that we cannot provide the best service possible unless we have the trust of our communities. We believe that practising equality in all that we do and having a workforce that is reflective of the people it serves will help build that trust.</p> <p>We will explore alternative routes to recruitment to increase the diversity of our operational workforce.</p> <p>We will explore how alternative models of service provision, such as volunteering, could increase interest in our operational roles from those communities who are currently under-represented in our workforce.</p> <p>Program 5 will also support this strategy through enhanced training and enhanced workforce planning.</p>	

Commitment 6 - We will work together to provide the best possible services to meet your needs
<p>In this commitment, we want to ensure we are working as one Brigade, ending any siloed working.</p> <p>We want to have a culture that learns from its people and the people it serves.</p>

<p>We want to be set up for success by empowering leaders at all levels in the organisation.</p> <p>We want to improve collaboration across all our functions and create effective service delivery.</p> <p>We will deliver services based on outcomes, while keeping our current performance standards.</p> <p>We will learn from our communities and support local leaders to respond effectively to community risk.</p>	
<p>How we will deliver commitments in Your LFB</p>	
<p>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.</p>	<p><i>We will continue to look for opportunities to improve our offer to the community through collaborating to achieve improved outcomes where LFB capabilities are able to add to effective incident recovery and activity important to communities e.g. searching for high-risk missing persons.</i></p>
<p>Further Improvements</p>	
<p><i>Program 6 will support this strategy by improving our back-office processes to better support the service delivery in our communities by streamlining access and reducing duplication of effort.</i></p>	
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<p>Commitment 7 - We will be driven by evidence to give you the value you expect</p>	
<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>	
<p>How we will deliver commitments in Your LFB</p>	
<p>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.</p>	<p><i>We will assess the effectiveness of our recover strategy by using our community satisfaction ratings, our social impact tool, feedback surveys and incident outcome data.</i></p>
<p>Further Improvements</p>	
<p><i>Programme 7 links to this strategy by striving for greater quality and value of service provision to our communities.</i></p>	
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Commitment 8 – We will work with other organisations to secure a safer future for everyone	
<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. 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>Sharing services and learning – We will work with partners to deliver better outcomes and value across the UK's fire and rescue services.</p>	<p><i>We will explore ways of using our resources to support partner agencies post incident utilising our capabilities to return communities to normality as quickly as possible.</i></p>
Further Improvements	
Programme 8 supports this strategy	

5. Measuring Success

We will assess the effectiveness of our recover strategy by using our community satisfaction ratings, our social impact tool, feedback surveys and incident outcome data.

6. Term and Review

This strategy is written for a two-year period commencing from 2024. Review will be carried out yearly following the annual review of the AoR or on an ad hoc basis if a change in circumstances or significant event indicate that a review should be carried out sooner.