

**YOUR
LONDON
FIRE
BRIGADE**



ANNUAL PLAN

2026 – 2027

April 2026

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LONDON FIRE BRIGADE

This Annual Plan sets out London Fire Brigade's priorities for the financial year 2026/27. It describes the key actions, activities and improvements we intend to deliver as we work towards the vision set out in our Community Risk Management Plan (CRMP).

Our long-term direction is set by our CRMP, which covers the period 2023 to 2029. Each year our priorities are distilled into an Annual Plan, which provides further detail on what we will deliver in the coming financial year, and how.

Our priorities are grouped under three themes: Service Delivery, People and Skills, and Equipment and Facilities. Each priority is underpinned by our Service Improvement Framework, which provides structure and enables us to track our progress towards delivering our commitments. This Annual Plan is designed to provide a clear view of what we are focusing on and what we aim to achieve this year.

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SERVICE DELIVERY



Develop our incident response capability and readiness through regular exercises

We are strengthening our preparedness for both current and emerging risks by enhancing our testing and exercising programme and embedding a proactive approach to Horizon Scanning.

This year we will:

- Work closely with fire stations and internal stakeholders to rigorously test operational capabilities and feed learning back into our Operational Learning Cycle. This includes using London's built environment to create realistic scenarios that support robust testing of incident command competencies, operational tactics, digital command tools and communications equipment.
- Use Horizon Scanning, modelling and trend analysis to anticipate future risks and ensure we are fully prepared for new and emerging threats – from extreme weather linked to climate change, to the evolving threat of terrorism. This approach helps future-proof our prevention, protection and response services so they continue to meet the changing needs of London's communities.

Expand Tactical Ventilation training to include fires in tall buildings and basements

We are continuing to strengthen our operational capabilities through the next phase of our Modern Firefighting Strategy.

This year we will:

- Continue to deliver the watch-based, real fire Tactical Ventilation training established under Phase 1 of the Modern Firefighting Strategy (MFFS) and complete the planning for the expansion of this training under MFFS Phase 2 to include Fires in Tall Buildings and Basements.
- Begin delivery of Phase 2 of the Modern Firefighting project, which will further develop the skills of our firefighters in key areas including high-rise operations, basement fires, and water and communication management. This phase will place firefighters and incident commanders into challenging, realistic training environments designed to optimise learning and build confidence in complex situations.
- Explore and where appropriate introduce, a range of modern methods of delivery. These approaches will not replace practical training but will supplement and streamline it, ensuring our workforce benefits from innovative and effective training techniques while maintaining the highest standards of operational readiness.

Continue to deliver and embed National Operational Guidance through policy and training

National Operational Guidance (NOG) is a set of clear guidelines and best practice principles that have been developed by the National Fire Chiefs Council which are being tailored and implemented by all UK Fire and Rescue Services.

NOG helps firefighters, fire control staff, and other responders work with greater consistency and safety during incidents. Covering everything from managing emergencies to maintaining operational safety, NOG is recognised as the industry standard and provides a robust framework for effective and safe operations. By aligning existing LFB policy with NOG to create clear and easily-accessible LFB guidance, we ensure our practices reflect and adhere to national standards developed by leading operational experts.

This year we will:

- Continue to follow and refine the process of developing, assuring and embedding new NOG-aligned LFB guidance the Brigade.
- Complete the development of the majority of the 32 NOG Product Packs by March 2027, with assurance activity finalised for approximately half of them. This process and the remaining assurance activities will have been successfully implemented and embedded by that time.



Review and strengthen policies and training on Secure Information Boxes and RPEEPs

New fire safety regulations come into force on 6 April 2026 to better protect residents in high-rise and higher-risk buildings who may need assistance to escape.

The regulations place new responsibilities on building owners and managers to understand who may need extra help to evacuate safely in a fire. This includes identifying residents who need a Residential Personal Emergency Evacuation Plan (RPEEP) and carrying out fire risk assessments that focus on individual needs to help them have a plan to escape.

Responsible Persons must also prepare a clear emergency evacuation statement and share relevant information with the local Fire and Rescue Service, helping crews respond quickly and safely if an evacuation is needed.

These changes follow recommendations from the Grenfell Tower Inquiry and are designed to improve

fire safety for those most at risk. Although the regulations apply only to high-rise and higher-risk buildings, LFB's position is that these measures should be adopted across all multi-occupied residential buildings regardless of height.

This year we will:

- Review existing policies on Secure Information Boxes and the use of RPEEPs.
- Review and update RPEEP training materials to ensure they are clear, compliant, and effective.
- Support wider work to strengthen national fire safety and building protection standards.

Deliver an improved Fire Stations Assurance Framework

We are strengthening how we assure the quality and consistency of activity carried out across our fire stations to ensure that operational information such as premises risk files, risk assessment records and debrief information is recorded accurately.

In response, we have developed a Fire Stations Assurance Framework, with additional quality assurance checks, and reminded staff and operational managers of their responsibilities.

This year we will:

- Embed this more robust Fire Stations Assurance Framework within a Continuous Improvement Process, ensuring that key activities and processes

are completed to a consistently high standard and in full compliance with relevant policies and guidance. This continuous improvement process will improve performance and assurance levels across the activities delivered by Fire Stations.

This will help us maintain strong service standards and strengthen the organisational assurance that underpins safe and effective operational delivery.

Complete all Grenfell Tower Inquiry Phase 2 recommendations

The Grenfell Tower Inquiry Phase 2 report made six recommendations that required action by the LFB, one directed specifically to LFB related to organisational learning, and five directed to fire and rescue services more generally.

London Fire Brigade has addressed these recommendations through existing improvement programmes and business as usual activity, embedding changes across equipment, policy, training, operational practice, and governance. The actions required to address the six recommendations have been completed and are now subject to internal and external assurance.

Once adequate assurance has been received, the LFC will be in a position to confirm to stakeholders that all six recommendations have been fully addressed.



Deliver a comprehensive formal public consultation for the Grenfell Memory Project

The Grenfell Memory Project represents a long term commitment to collectively remember and honour the 72 people who lost their lives in the Grenfell Tower fire and to create a lasting legacy.

As part of the civil Settlement Agreement reached in March 2023, the London Fire Commissioner committed £8.25 million to this work. We are now developing the programme in close collaboration with the Grenfell community, ensuring it reflects their experiences, priorities and hopes for the future.

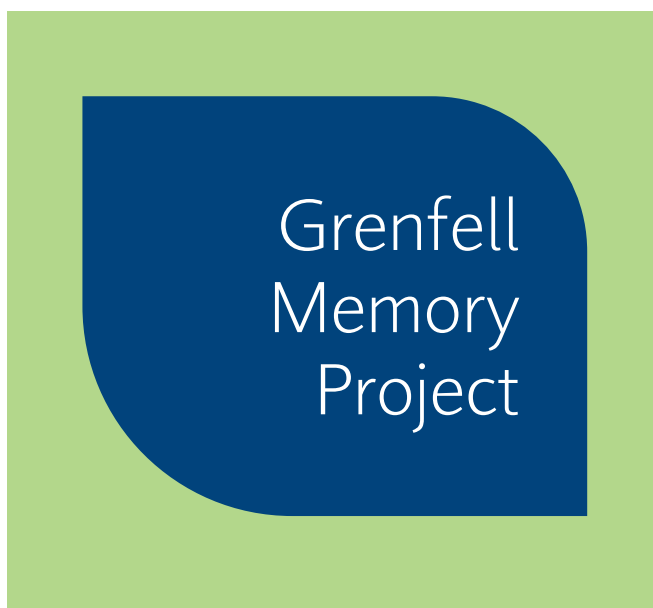
Central to the project is a deeper, sustained commitment to working in genuine partnership with bereaved families, survivors, and the wider North Kensington community.

This year we will:

- Deliver a comprehensive public consultation programme, ensuring that LFB's Restorative Justice offer is codesigned with affected communities and shaped directly by their needs, priorities and aspirations.

- Continue to deliver and report on our Restorative Justice programmes, supporting equitable and honest conversations that help repair relationships and rebuild trust between London Fire Brigade and the communities impacted by the Grenfell fire, so that we can serve them with greater understanding and accountability.
- Lay the foundations for the delivery of the Grenfell Memory Project initiatives, ensuring the active and ongoing involvement of bereaved families, survivors, former residents of Grenfell Tower, and the broader North Kensington and Grenfell communities

This work is a vital part of our responsibility to confront the past, learn from it, and ensure that those most affected continue to guide meaningful change within London Fire Brigade and across London.



Increase roll-out of the Community Engagement incident response training to all station and borough/group commanders

To be trusted to serve and protect, London Fire Brigade must listen to and engage with our communities, keeping them at the heart of everything we do.

This must be proactive, working with communities across London on a daily basis, as well as reactive, supporting those impacted by serious incidents.

LFB's Community Engagement team works with colleagues across the Brigade to make this happen. This includes the recent introduction of a 24/7 on call Community Engagement Officer to assist operational colleagues during and after incidents with significant community impact.

This year we will:

- Ensure this support is used effectively by increasing the roll out of community engagement training, with a focus on the module on community liaison at incidents. This training equips senior officers with the knowledge and confidence to manage community engagement at the incident ground and in the immediate aftermath, helping to support affected residents, work effectively with partner agencies, and build trust with communities at difficult times.

Three modules of community engagement training are currently provided to all staff at group commander or station commander rank. These modules are:

1. Community Liaison at Incidents – this focuses on how we engage with community members at and after incidents, and aligns with the support now provided by an on-call community engagement officer.
2. LFB Community Engagement and Good Practice – this focuses on principles, tools and techniques for engaging with our communities at a local level.
3. Measuring the Impact of Community Engagement – this focuses on how we plan, measure, and record community engagement, including getting input and feedback from communities.

The training is designed to upskill our operational colleagues, to increase their knowledge and confidence when engaging with their communities – both day-to-day, and in the aftermath of an incident.

Emphasis is initially being placed on Module 1, as it aligns with the introduction of a 24/7 duty Community Engagement Officer. By the end of the 2026/27 financial year we aim to have delivered Module 1 to 95% of Group Commanders and Station Commanders (measured against establishment figures).

PEOPLE AND SKILLS



Manage the Brigade's budget to ensure value for money and sustained investment in training

London Fire Brigade operates in a complex and high-risk environment, responding to a wide range of emergencies in one of the world's largest and most diverse cities.

At the same time, the Brigade is working within a challenging economic climate, with ongoing cost pressures, pay inflation and constrained public sector budgets. This makes it essential that we manage our finances carefully and make well evidenced decisions about how resources are used.

To support this, the London Fire Commissioner has a Value for Money framework in place, which underpins budget setting, investment decisions and future efficiency planning. This framework helps ensure that resources are aligned to our strategic priorities, focused

on outcomes for Londoners, and used in the most effective and efficient way possible.

This year we will:

- Continue to prioritise sustained investment in training, while ensuring transparency, accountability and responsible stewardship of public funds. This is achieved by applying strong value for money principles, a risk based approach to financial management, and with the additional support that has been agreed to with the Mayor of London for this financial year (2026–27).

Enhance workforce planning to better meet current and future skills

Enhancing workforce planning means taking a more forward-looking approach to ensure we have the right people, with the right skills, available when and where they are needed.

As the risks facing London continue to evolve, we must plan ahead for future demand, emerging specialist skills and changes to how we deliver our services. By strengthening our use of data, improving how we anticipate future needs and aligning workforce planning with our risk and financial planning, we will better support a skilled, flexible and resilient workforce. This will help ensure we can continue to respond effectively to incidents, invest in the right training and provide value for money for Londoners.

This year we will:

- Lead a comprehensive review of all workforce-related data to ensure it is accurate, complete and aligned to organisational needs.
- Map current data sources, identify gaps and inconsistencies, and assess how workforce information is recorded, governed and maintained.
- Work with directors to review each Directorate's workforce plan and identify current and future skills gaps.
- Recommend improvements to systems, reporting cycles and governance to support long-term data integrity.
- Use the insights from this programme to strengthen forecasting, strategic workforce planning and overall organisational capacity.



Implement the recommendations of our specialist capability review to reflect London's changing risk profile

Our Specialist Capability Review, launched in April 2025, is a two-year project that will review, modernise and improve how we deliver all of our specialist response capabilities, ensuring we provide the best possible service to London and its communities.

The review covers our specialist fleet, equipment and the predetermined attendances that determine how we deploy them. It draws on an initial scoping review and our Assessment of Risk through Borough Risk Management Plans, using data and analysis to identify where we can improve service delivery and implement effective change. The review also supports the Financial Review announced by the London Fire Commissioner, helping to identify efficiencies as part of budget planning for 2025/26 and beyond, and aligns with our Fleet Strategy and Sustainable Development Strategy.

The review is collaborative, working with the Fire Brigades Union through our industrial relations machinery and engaging with stakeholders from station level through to strategic leads.

This year we will:

- Prioritise the review of key specialist capabilities including Operational Support Units, Terrain Support Vehicles, Bulk Water Carriers, Hose Laying Units, High Volume Pumps, Fire Rescue Units, Urban Search and Rescue, and Water Rescue, including improving our response to the River Thames in West London.
- Use the findings from these reviews to implement changes that improve service delivery and deliver efficiencies, supported by robust evidence and analysis.
- Continue to engage collaboratively with the Fire Brigades Union and key stakeholders across the Brigade, including visits to fire stations and consultation workshops, to ensure the review is informed by frontline experience.



Mature a simple, flexible and timely process for Operational Learning

Mature a simple, flexible and timely process for collecting, considering and implementing lessons learned from previous incidents, inquests and inquiries locally, nationally and internationally.

This year we will:

- Provide an overview report that demonstrates a simple, flexible and timely Operational Learning process that captures, evaluates and acts on lessons from incidents, inquests and inquiries at local, national and international levels.
- Demonstrate, through documented evidence and outcomes from the internal assurance action plan and Kent FRS Peer Audit, that the LFB's Operational Learning arrangements meet the NFCC Good Practice Guide and the Operational Learning Fire Standard.

Closer align safeguarding training to policies

As part of our ongoing commitment to safeguarding and our obligations under statutory safeguarding legislation, we are strengthening how we protect vulnerable people across our communities.

This year we will:

- Deliver role specific safeguarding training for all staff in line with the National Fire Chiefs Council's framework, ensuring our workforce has the skills and confidence required to identify and respond to risk.
- Enhance the effectiveness and compliance of our safeguarding procedures to meet national duties.
- Effectively assess levels of risk amongst our vulnerable communities, to better prioritise our prevention advice and engagement equitably to meet the needs of the public.

Promote our wellbeing offer to all staff, ensuring it is accessible and relevant

The Brigade relies on its people to serve and protect London, so keeping our staff safe and well is essential to maintaining the service we provide and we are committed to championing staff wellbeing. We also have legal duties to monitor, maintain and improve employee health, safety and wellbeing, which are central to meeting the Operational Learning Fire Standard.

This year we will:

- Implement a comprehensive health, safety and wellbeing strategy that strengthens safety measures and supports diverse wellbeing needs.
- Introduce a new KPI to monitor mental health support waiting list times.
- Continue to monitor post critical incident care using best practice for blue light emergency responders through the Emergency Services Trauma Intervention Programme (ESTIP), until it becomes business as usual.
- Address emerging concerns relating to fire contaminant hygiene and its impact on staff health and safety.
- Introduce dedicated Firefighter Apprentice Welfare Support to provide structured wellbeing support from initial training through early development.
- Deliver wellbeing focused apprentice training, ensuring trainers safeguard both physical and mental wellbeing, with the Apprentice Placement Panel and Firefighter Development Team providing robust pastoral care.

Implement a national-aligned leadership and management competency framework

Effective leadership is essential in a high risk and complex operating environment, where decisions directly affect the safety of our people and the communities we serve.

To support this, London Fire Brigade is implementing a nationally-aligned leadership and management framework, based on recognised sector standards, which sets clear and consistent expectations of leadership at every level of the organisation. Linking leadership development to progression and effective training will help ensure our leaders have the skills, behaviours and support they need to perform their roles well. It will also encourage continuous learning and build a strong pipeline of future leaders for the Brigade.

Our new leadership and management competency framework will underpin the design of our leadership and management programmes and courses.

This year we will:

- Work with departments to embed the framework in our key processes such as recruitment and promotions.

Improve performance management and accountability through clearer objective setting, aligned to priorities

Clear expectations and accountability are essential to delivering a safe, effective and professional service.

London Fire Brigade is strengthening its approach to performance management by improving how objectives are set and ensuring they are clearly aligned to organisational priorities. This will help staff better understand what is expected of them, how their work contributes to our wider goals, and how performance is assessed fairly and consistently, supporting a stronger culture of accountability, learning and continuous improvement.

This year we will:

- Deliver a pilot performance management process to over 600 middle and senior members of staff which will see them create objectives at the beginning of the year. At the end of the year, all pilot staff will have their performance and behaviour reviewed against a set of clear performance outcome statements.
- Create a performance management policy to underpin our new approach and roll out to all staff the following year.

Implement new Key Performance Indicators (KPIs) for the Professional Standard Unit (PSU) to improve trust and confidence

The Professional Standards Unit (PSU) was established in January 2024 to strengthen trust, confidence and accountability across London Fire Brigade.

It is a dedicated specialist team responsible for upholding standards of behaviour and providing a fair, transparent and consistent approach to managing concerns, complaints and misconduct. The PSU acts as the central point of expertise for issues such as discipline, grievance, bullying, harassment and discrimination, while also promoting early resolution, learning and values led behaviour across the organisation.

This year we will:

- Introduce the following key performance measures, with a target of meeting these standards in at least 80% of cases, to help track our performance and improve confidence in how cases are handled;
1. Reduce delays in serious cases, aiming to keep suspensions to an average length of no more than 34 weeks.
 2. Reduce delays in disciplinary cases, aiming to an average of 20 weeks.
 3. Resolve concerns as early as possible, using early intervention approaches where appropriate to prevent issues escalating.
 4. Keep people informed, providing complainants and those subject to investigations with a written update at least once a month.
 5. Act promptly on vetting concerns, ensuring that where issues are identified, an assessment is completed and the outcome shared within one month.
 6. Provide early welfare support, appointing a Welfare Officer for those involved in investigations within two working days of an investigation starting.

EQUIPMENT AND FACILITIES



Ensure LFB aligns to digital and cyber security standards for the fire sector

As a critical part of London's emergency response infrastructure, London Fire Brigade relies on secure and resilient digital systems to support safe and effective operations.

The Brigade faces an evolving cyber threat landscape, which means strong alignment with national digital and cyber security standards for the fire sector is essential. We are working to ensure our systems, processes and people meet recognised sector and government standards, protect sensitive information, and maintain the resilience of the services Londoners depend on.

This year we will:

- Continue our journey to align with the government-led Cyber Assessment Framework.
- Install a new Security Information Event Management (SIEM) product.

Implement a new mobilising system

The contract for the current mobilising system used by the organisation ends this year; we will deliver a replacement mobilising solution using proven technology together with innovative solutions to ensure continuity of operations and the capability of an improved service for the people of London, more efficient use of operational resources and increased resilience for Business Continuity.

This year we will:

- Progress the replacement of our mobilising system, improving how we mobilise and coordinate operational response to ensure faster, more accurate deployment.
- Enhance the organisation, resilience and systems within The London Operations Centre, improving how Control staff interact with callers and gather incident information quickly and accurately.



Continue delivery of One Risk, with user testing complete and training commenced

London Fire Brigade collects important risk information through activities such as Home Fire Safety Visits, fire safety inspections and enforcement work. Over time, this information has been stored across multiple systems, making it harder to share insights and increasing the possibility of gaps.

One Risk, a single, integrated system that will provide a consolidated view of our risk information for a clearer, more consistent view across the organisation. The One Risk project is progressing well and remains on track.

This year we will:

- Sign the contract and mobilise the supplier, followed by the setup and configuration of the core platform.

- Complete data preparation, system integration and user engagement, before carrying out User Acceptance Testing to deliver a stable, validated system.
- Commence staff training to support effective implementation.

Better understand contaminants risks and strengthen control measures

Firefighters can be exposed to a range of contaminants during and after operational incidents, including chemicals from hazardous materials and the toxic products of combustion generated by fires.

These contaminants, which may be inhaled, ingested or absorbed through the skin may pose health risks if not properly managed. The Brigade already has a range of control measures in place to reduce exposure; however, we recognise the need to continue to improve our understanding of the long term health impacts and further strengthen the control measures to protect firefighters and staff.

This year we will:

- Address emerging concerns about fire contaminants risks and its impact on staff health and safety.
- Contribute to UK-based research on contaminants and staff health.
- Strengthen LFB's national leadership role by contributing to national guidance, legislation and regulation relevant to firefighter health and contaminants.

Ensure the next-generation PPE for firefighters is fit for purpose, future-proof and consistently available when required

Firefighters operate in a wide range of environments and undertake diverse responsibilities, from tackling fires and attending road traffic collisions to responding to severe weather events such as wildfires, and carrying out complex technical rescues including line, water, and confined space operations.

Many incidents are prolonged and may expose operational staff to contaminants and other hazards. Our Personal Protective Equipment (PPE) must be adaptable to the full range of incidents we attend, protecting against both current contaminants and emerging risks. It must also enhance safety and operational performance, while being inclusive and suitable for every member of our workforce.

This year we will:

- Undertake a further competition under the NFCC National Firefighter PPE Framework to select the supplier for the new PPE provision.
- Following contract award, we will work collaboratively with the successful supplier to support mobilisation activities.



Strengthen our staff voice

London Fire Brigade has around 5,800 staff working across a wide range of environments, including LFB Headquarters, the London Operations Centre for Control Room Officers, 102 fire stations across the capital, a river station on the Thames, and remote or mobile roles. It is important that we understand the different perspectives of our colleagues and the challenges they face, so that we can continue to improve how we work and support our people

We use a range of approaches to ensure our staff feel heard and are able to share feedback, including:

- Monthly online watch briefings for each watch on operational topics, where colleagues can ask questions and provide feedback.
- Regular station based engagement, including the Head of Internal Communications and others working from a station each week to listen to staff views.
- Our internal social network, Yammer (now called Viva Engage), which enables colleagues to share information, ask questions and engage in discussion.
- Our All-Staff Survey, which gives colleagues the opportunity to provide confidential feedback on their experiences at work and helps us understand themes, trends and areas for improvement across the organisation.
- All staff briefings, where questions can be submitted in advance and are answered during the session or followed up on the intranet.
- Station visits by the Commissioner and senior leaders, providing opportunities for direct conversation, questions and answers with crews, following up afterwards on anything which isn't answered on the spot.

This year we will:

- Continue to refine how watch briefings are delivered, giving colleagues clearer forward notice of topics, scheduling sessions further in advance, and improving how questions can be submitted and answered.
- Consolidate email messages to ensure important information is easy to access, and reduce the volume of non-urgent email communications, responding to feedback that too many messages can be overwhelming for some colleagues.

Deliver the stations screens pilot, evaluate its impact, and roll out Brigade-wide

Firefighters work 24/7 shift patterns, may be mobilised at any time and incidents can be prolonged. As a result, sharing non live-incident-related information in a timely and accessible way can be challenging in a busy, non office environment.

To improve the visibility, accessibility and timeliness of internal communications, station screens were piloted in two fire stations during late 2025/early 2026. The pilot tested how digital screens could be used to share key information with station based staff and explored how the approach could work at scale. The model was refined with direct input from crews at participating stations.

The pilot demonstrated that station screens are a valued and effective communication channel for station based colleagues. As a further stage in the pilot, 15 stations across seven boroughs now have screens installed.

This year we will:

- Build on the success of the pilot and continue rolling out station screens across the remaining London Fire Brigade stations.

Progress development of the permanent HQ at 8 Albert Embankment and ensure a value-for-money interim HQ

We are progressing plans to refurbish 8 Albert Embankment. The proposed plans will see the building's vacant office space refurbished and brought back into service. These offices will become home to the essential support services that make up our headquarters function.

Alongside the renovated office space, work will be carried out to the ground and first floors to upgrade and refit Lambeth Fire Station. This will include new equipment stores and workspaces, as well as remodelled accommodation for firefighters. As a Grade II listed structure, extra care will be taken to preserve key historic elements found in the building's original design. The training space in the yard and drill tower will also receive investment, and the appliance bays will be adapted to accommodate specialist vehicles if required.

As part of the proposals, a new space will be created, centred around the existing Memorial Hall, where the sacrifice of fallen London firefighters is remembered. This space will allow our historic collection to be displayed, which will be used for educational purposes and community outreach. There will also be a community room for local residents and groups to use.

While this development takes place, we will move from our current headquarters into a value-for-money interim HQ that meets operational needs and supports staff.

This year we will:

- Focus on delivering a smooth transition into the interim site, ensuring continuity of services. We will aim to lay the foundations for the further move into our long-term headquarters at 8 Albert Embankment with a focus on culture and efficiency in the process.
- Aim to secure planning permission for the redevelopment of 8 Albert Embankment as outlined above, with an ongoing focus on community engagement and feedback throughout the process.
- Undertake the enabling works and station decants to Clapham and Chelsea with minimal disruption to frontline operations.

Our values are a set of guiding principles that help us to create a safe and professional workplace culture. In turn, they also help us achieve our vision – to be trusted to serve and protect London.

SERVICE

We put the **public** first

INTEGRITY

We act with **honesty**

TEAMWORK

We work **together** and include everyone

LEARNING

We listen so that we can **improve**

EQUITY

We treat everyone fairly according to their **needs**

COURAGE

We **step up** to the challenge