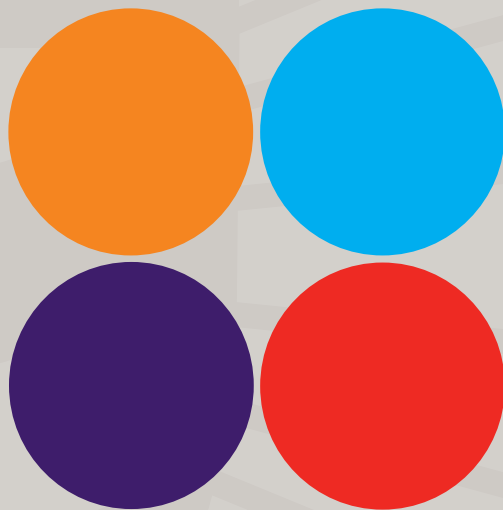


Our **Togetherness** Strategy



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Foreword

London is one of the most diverse cities in the world and I believe our diversity is one of our greatest strengths. London's nine million residents speak over 300 different languages and come from a wide variety of cultures and backgrounds. A third of people who choose to make London their home were born in different countries and we welcome 17 million visitors every year. To love London is to embrace difference.

At London Fire Brigade (LFB) we are driven by a strong sense of purpose: we are trusted to serve and protect London. I believe that to carry out such an important role, in such a diverse city means we must do it together with Londoners embracing difference – that is what this strategy outlines. Our Togetherness Strategy is ambitious because we must be ambitious to meet the needs and aspirations of the people we serve.

Togetherness means that we want every member of staff to be able to bring their whole self to work, feeling a sense of belonging in the Brigade because they can be themselves. Togetherness means we want every individual and every team to understand and be inspired by difference – it is something we celebrate both for our staff and our communities. Togetherness means we think that placing the Brigade at the centre of the communities we serve will help us make better decisions, strengthen community relations and increase public trust in the Brigade. And we know that a diverse and inclusive organisation leads to better outcomes for the people we serve across London – we want the togetherness agenda to touch everything we do.

This isn't my strategy; this is a strategy for everyone. We listened to you to help build it, but for this to be successful everyone has to take personal accountability for making it happen. As you implement this plan, I want to hear from you what's working, what the challenges are and where you need support to make it happen and I will make sure that this remains at the top of my priority list because the only way we succeed is by working together.



Andy Roe
London Fire Commissioner

“ This isn't my strategy; this is a strategy for everyone.”



Summary

Our Togetherness Strategy underpins and enables the Transformation Delivery Plan for the Brigade. It sets out how we will achieve our ambitious goals to improve diversity and inclusion across the Brigade for our staff, our communities and for London.

Our strategy is aligned with our organisational purpose, "trusted to serve and protect London" and our long-term vision, "we will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the needs of London".

Our strategy is split into four pillars:

PILLAR ONE

**Building
a culture of
belonging**

PILLAR TWO

**Being
inspired by
difference**

PILLAR THREE

**Being at
the centre of
London and our
communities**

PILLAR FOUR

**Delivering
excellence
through
inclusion**

Togetherness includes everyone



London is a fast-paced, dynamic city made up of nearly nine million people. To serve and protect them all, we must work together.

Togetherness is a concept which underpins everything the Brigade does. Whether you're an employee, a community member, someone visiting, working in or just travelling through London, the success of this strategy lies in all of us feeling included, protected and served by LFB.

It's crucial that every colleague, regardless of rank, role, identity or difference, is valued, respected and given equal access to opportunity. It's also crucial that our communities are represented, their needs are understood and their voices heard in the work we do.

As an emergency service we need to be responsive and efficient, but also bold and ambitious in how we serve one of the most diverse cities in the world.

This means we need our people to feel empowered to lead inclusively, to thrive as part of a team, to celebrate success and to deliver the best possible service for London. The success of the Togetherness Strategy depends on us creating strong relationships between our staff and communities, and that involves every one of us contributing to making the LFB the best it can be.

Celebrating our equality support groups



We have a growing number of equality support groups within the Brigade who work to promote inclusion within our workplace.

Our equality support groups have a longstanding history of providing advice, support and guidance to our diverse staff communities at LFB. They represent the views of their members and create a sense of community for people to come together. Over the past two years equality support groups have run a number of successful events including the United MINDs conference 'Making the Invisible Visible' looking at mental health, the Asian Fire Service Association (AFSA)'s engagement with our colleagues at Southall fire station and the local community during the Sikh festival of Vaisakhi, Fairness, our Black, Asian, and minority ethnic support group's annual Black History Month event, the Emerald Society's participation at the annual St Patrick's parade and LGBT support group's attendance at Pride.

More recently, our equality support groups have run a series of webinars aimed at supporting members and the wider Brigade community.

Our Togetherness Strategy commits to increasing the number of equality support groups run by our staff, for our staff and we welcome people joining the ones which currently exist.

- **Asian Fire Service Association (AFSA)**
- **Black & Ethnic Minority Members (B&EMM)***
- **Disability Working Group (DWG)**
- **The Emerald Society – Irish Group**
- **Fairness – BAME Group**
- **LGBT+ – sexual orientation and gender identity/expression**
- **Menopause Action Group (MAG)**
- **United MINDs – mental health group**
- **Women's Advisory Committee (WAC)***
- **Women in the Fire Service (WFS)**

* We are grateful for the support from these groups within the Fire Brigades Union (FBU).

PILLAR ONE

Building a culture of belonging

Togetherness means that we want every member of staff to be able to bring their whole self to work, feeling a sense of belonging in the Brigade because they can be themselves. Improving diversity is one of our aims but it is not the only solution, LFB will only succeed if our work environment means that staff can thrive in a workplace where they truly feel they belong. Belonging is a fundamental human need; this strategy will support LFB to create a truly inclusive workplace where everyone is valued and part of a team.

What's the aim?

We will foster an environment of togetherness. We will develop and support our Equality Support Groups to grow, and make sure that every new person joining LFB understands the behaviours we expect and the opportunities they can benefit from. We will embed inclusion into our policies and improve our physical and digital spaces to make sure everyone can access LFB in an inclusive and open way.



Goals

How will we do this?

WE WILL:

- Refresh our onboarding, induction and deployment processes to reflect gold standard, inclusive ways of working
- Build inclusive communities across the brigade using our Equality Support Groups
- Make inclusion a central part of our behaviours and policies
- Improve the inclusivity of our physical and digital infrastructure.

Impact

What will success look like?

WE WILL HAVE:

- Refreshed processes which take into account individual differences, resulting in happier employees who are more likely to want to stay at LFB
- Clear behavioural standards understood by all employees, who are accountable for how inclusively they behave
- A diverse, empowered community of Equality Support Groups who provide support and guidance on a wide range of inclusion topics relevant to LFB
- A physical and digital workspace which enables flexibility and means staff can work in an accessible, agile way.

PILLAR TWO

Being inspired by difference

Togetherness means we want every individual and every team to understand and be inspired by difference – it is this difference and diversity that we celebrate both for our staff and our communities. To be inspired by difference means we don't just look to the same ideas and ways of effecting transformation and change. By listening to different perspectives, and understanding different experiences of our staff and communities, we can be inspired to make changes for the better.

What's the aim?

There is no single solution to creating a truly diverse and inclusive workforce, but when we work together and are open to different ideas, people and ways of working, we can make a greater impact for London, our colleagues and our communities. We will create a workplace where our staff can speak up and suggest new, innovative ways of achieving our aims and goals. Difference isn't always obvious, and we've all got something to contribute that makes us unique. Our leaders will be empowered to talk about what makes them different, and our staff will be too. Visible and invisible differences will be supported and celebrated, and staff will be trained effectively so that every employee understands why inclusion is relevant for them.



Goals

How will we do this?

WE WILL:

- Support and develop inclusive leaders at all levels of LFB
- Mainstream inclusion through our training and provide development for all staff
- Empower employees to be their whole self at work by being role models
- Celebrate inclusive practice across the brigade through awards and recognition
- Introduce community-facing staff training on inclusion and cultural awareness
- Make inclusion relevant to everyone.

Impact

What will success look like?

WE WILL HAVE:

- Inspired leaders, managers and recruiters who have the confidence and knowledge to champion inclusion
- Improved accountability for inclusion at all levels of LFB
- Embedded inclusion across all areas of work, championed by people from all backgrounds across all departments
- A comprehensive training and development programme with togetherness at its core
- A shifted inclusion agenda – from something that's about 'other people' to something that's about everyone.

PILLAR THREE

Being at the centre of London and our communities

We have an important role in building strong and connected communities in one of the most diverse cities in the world. Being at the centre of our communities means we can make a difference and meet the needs of every group in London. Being outward facing also means we will go beyond traditional concepts of what the LFB does, to really understand how our work can benefit our communities and how they are impacted by our decisions. Giving our communities a voice in our world means we can truly reflect, represent and serve them.

What's the aim?

We will grow our links with local communities and ask for their input into the work we do. We will embed inclusion into all our work in communities, including youth engagement and outreach and make sure our recruitment is inclusive and diverse. We will value and include our volunteers, our Greater London Authority (GLA) colleagues, and those who contribute to our work in the community.



Goals

How will we do this?

WE WILL:

- Put inclusion at the centre of our Borough Plans
- Improve relations between our LFB communities and the diverse communities we serve
- Ensure diverse talent is supported to access, and work for, the Brigade through our youth engagement, volunteer and outreach programmes.

Impact

What will success look like?

WE WILL HAVE:

- Ensured all stations work under a standardised framework where inclusion outcomes are achieved and measured regularly
- Engagement and consultation with representative community groups, who will provide input to local stations, giving a direct voice to our communities, shaping our work
- Data from legal cases, which will be used to improve prevention and intervention work for businesses
- Staff who are at the centre of local community events
- GLA collaboration, which will reduce costs and improve outcomes for Londoners
- A pipeline of skilled, diverse employees for firefighters, FRS and control roles
- Volunteers who uphold LFB inclusive behaviours and are ambassadors for LFB
- Teams who work together to deliver wide-ranging inclusion outcomes for staff, communities and recruitment candidates.

PILLAR FOUR

Delivering excellence through inclusion

Whilst operational delivery is at the core of our work, we can only deliver excellence if we make inclusion central to everything we do, across all areas of the LFB. In order to be excellent, we need to be transparent and accountable. Research shows that diversity is only the first step, and the real positive impact comes from having an inclusive culture that runs through our decisions, our goals, and our ability to be ambitious and bold.

What's the aim?

We will embed inclusion in every area of work to allow us to achieve excellence. We will develop our practices in recruitment, procurement and in every department. We will increase transparency both internally and externally by publishing our inclusion work and decisions through our Equality Impact Assessment (EIAs) process. We will establish governance processes which will include a Togetherness Board to ensure our work is owned by senior leaders and continues to progress with momentum. We will continue to work with GLA organisations to be a beacon of best practice and to make best use of our resources.



Goals

How will we do this?

WE WILL:

- Make inclusion a central part of performance management and ensure accountability for inclusion is widely and deeply embedded
- Improve the transparency of inclusion information internally and externally
- Review and refresh recruitment and promotion processes
- Be seen as a beacon of best practice in inclusion across the Fire and Rescue Sector and wider GLA group of organisations
- Adopt best practice procurement and supply chain management practices
- Introduce inclusion Incident Leads at incident groups who are trained to undertake dynamic inclusion risk assessments and support with community engagement.

Impact

What will success look like?

WE WILL HAVE:

- Accessible EIAs published externally that increases transparency and drives good practice and best practice processes that improve perceptions of fairness
- Accountability for successful delivery of the inclusion strategy that is widely felt and responsibility for delivery is clearly delegated
- Recruitment and promotion processes where opportunities for bias and unfairness are mitigated
- Positive action for specifically targeted diverse groups that are encouraged to apply for LFB positions, increasing the diversity in the workplace
- Transparency and accountability which improves our perception with external communities
- Suppliers that understand the importance LFB places on inclusion in procurement and contract management and adhere to high standards for diversity and inclusion
- Improved knowledge at incidents which improves the service we deliver based on our understanding of protected and inclusive characteristics.

Thank you

LFB would like to thank all our staff and partners who have helped us develop this strategy, each and everyone one of us must take accountability to create change. Through working together, we will be able to create the culture we want to see.

Thank you specifically to the following groups and partners who were integral to creating this strategy, including:

- Asian Fire Service Association (AFSA)
- Black & Ethnic Minority Members (B&EMM)
- Business Disability Forum
- Disability Working Group (DWG)
- Emerald Society
- ENEI
- Fairness
- Fire Brigades Union
- Fire Officers Association
- GMB
- Greater London Authority
- LGBT+
- Menopause Action Group (MAG)
- National Fire Chiefs Council
- Prospect
- Stonewall
- Unison
- United MINDs
- Women's Advisory Committee (WAC)
- Women in the Fire Service (WFS)

Accessible Language and formats

If you require this document in other formats or fonts, in braille, audio or in other languages, please contact the Inclusion Team by email: together@london-fire.org.uk

For more information about getting involved in delivering this strategy contact the Inclusion Team by email: together@london-fire.org.uk