

# London Safety Plan 2008/2011



# London Safety Plan

2008/09 – 2010/11

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**Foreword by Val Shawcross  
Chair of London Fire and  
Emergency Planning Authority**

Our third London Safety Plan sets out the key priorities for London Fire Brigade over the next three years and our objectives to make our city even safer.

Much has already been achieved over a relatively short period of time in terms of improving safety in the city, but we believe even more can be done. In the coming years the successes so far achieved can be built on.

Our focus on preventing emergencies from happening in the first place is reaffirmed in this latest plan and we have set ourselves significant targets for increasing this area of work from 2008 to 2011.

We aim to better target those most at risk from fires and increasingly get vital community safety messages to difficult to reach groups and residents. We are determined to use the resources available to us to drive down the number of accidental fires in the home, and the deaths and injuries these cause, many of which are avoidable.

The Brigade works year round to ensure the capital's buildings are safe and that people responsible for them meet legal requirements for fire safety. We carry out a proactive inspection programme, prioritising premises most at risk, taking enforcement action when necessary.

However, we also need to ensure the best possible response from the Brigade when an emergency does occur, 24 hours a day, 365 days year. The plan describes how we aim to improve the already excellent, value for money service Londoners receive – from investment to enhance the Brigade's capacity to deal with major incidents, to initiatives that limit its impact on the environment.

**Foreword by Ron Dobson  
London Fire Commissioner**

This London Safety Plan sets out my vision as the new fire commissioner for an increasingly efficient, effective and flexible fire and rescue service in London – which is ever responsive to the increasing wide range of emergencies we need to respond to.

Londoners continue to see firefighters at the forefront of work to make the capital a safer city and this plan underlines the vital role they play in achieving this aim. In the coming years, firefighters will increasingly protect the communities they serve through focused work that reaches those most at risk from fire.

They are already making a real difference. In recent years, fire deaths, fire injuries, and deliberate fires and the number of hoax calls we respond have fallen dramatically. Our firefighters, other staff and partners will be working hard over the duration of this plan to reduce these figures further. There is a continuing commitment for the Brigade to work with partner organisations towards our joint objectives. The Brigade's programme of home fire safety visits will get stronger and stronger with more than 40,000 visits carried out by our staff in 2007/08.

In the coming years, significant investment will also be made to improve our resilience to a wide range of emergencies, including the possibility of terrorist attack and the results of climate change.

Through the public affairs campaign to get sprinklers installed in new and refurbished premises and another to reduce the disruption caused by incidents involving acetylene cylinders – we aim to deliver vital improvements in safety, not only in London but nationwide. We always strive to make the best use of the resources we have available. Having been successful in reducing the number of unnecessary call outs to false alarms, we will continue to work with owners and occupiers of buildings to reduce these further so that firefighter time is used most productively.

## Introduction

1. The London Fire and Emergency Planning Authority (LFEPA) runs the London Fire Brigade (LFB).
2. This third London Safety Plan fulfils the Authority's statutory requirement to have an integrated risk management plan (IRMP) and annual action plan in place.
3. The plan explains what we intend to do over the next three years to improve further the services we provide and to reduce risks to Londoners and, of course, to our firefighters when they are dealing with incidents. We will do this in a way that clearly demonstrates that we provide good value for money. We will continue to look for ways of improving the economy and efficiency, as well as the effectiveness, of our services. Public expectations are rightly very high, but when responding to those expectations we must always make sure that we make good use of the taxes which are paying for those services.
4. We have used different language over the years to describe how we help London and its residents, workers and visitors to be safer. The most modern language we use is that we respond to "risk" and work to make London a safer city. We have used the opportunity of our third London Safety Plan to review our vision for London's Fire Brigade and our strategic aims for the service. This revision was based on recent experience and the changing patterns of risk to which we are responding. This Plan is built around these aims.
6. In order to achieve this overall vision we will focus on :
  - **Prevention** : *Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies;*
  - **Protection** : *Influencing and regulating the built environment to protect people, property and the environment from harm;*
  - **Response** : *Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them;*
  - **Resources** : *Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money;*
  - **People** : *Working together to deliver the highest quality services within a safe and positive environment for everyone in the organisation;*
  - **Principles** : *Operating in accordance with our values, and ensuring that safety, sustainability, partnership and diversity run through all our activities.*
7. Further details about London - the vibrant and diverse city we serve – are shown in Appendix 1.

### Our Vision:

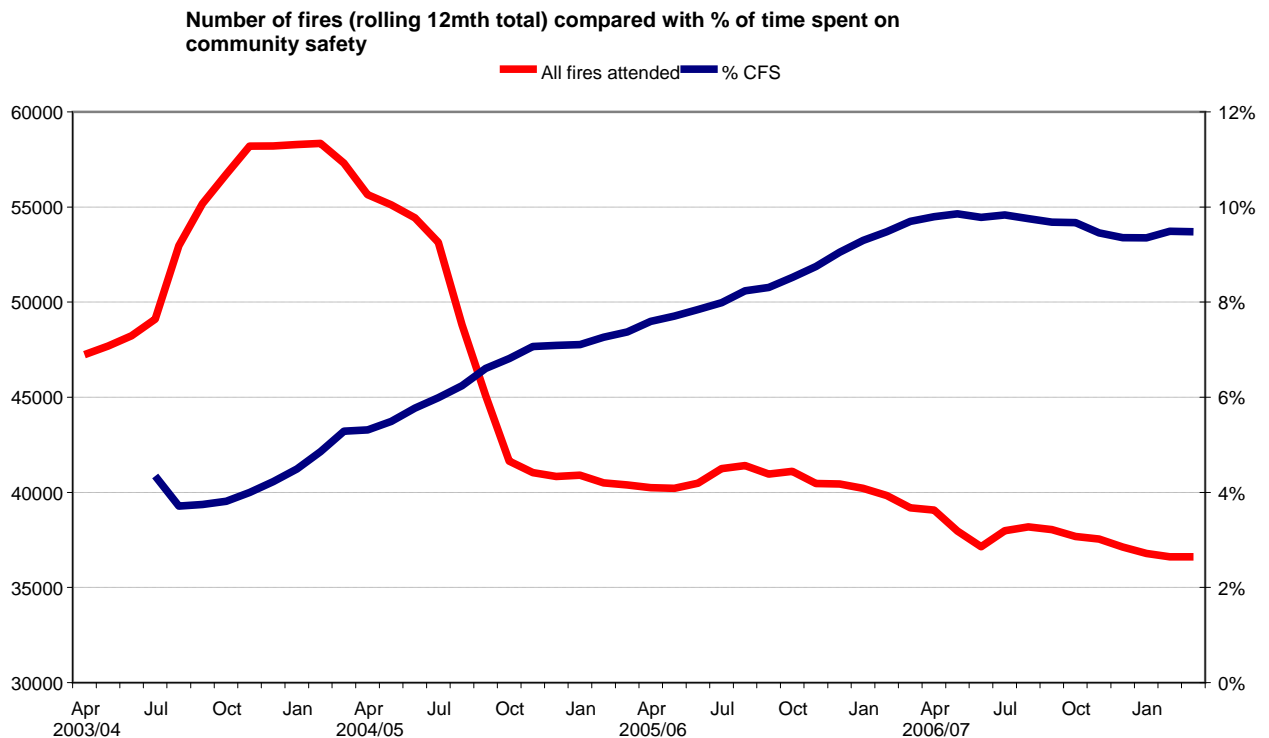
5. We propose that our overall vision should be:

***To be a world class fire and rescue service for London, Londoners and visitors***

## Building on success

8. This is our third London Safety Plan. We have already secured considerable progress in making London a safer city. We have reviewed the work we have done since the first London Safety Plan was published in 2004. In particular we have:
  - examined how well the changes we have already made have worked;
  - developed our understanding of risk across London and what we can do to reduce and mitigate those risks.
9. We are using this to help us decide what more we can do to improve protection for the communities in London and what further action we think should now be taken to make London safer.
10. We provide a modern, well equipped, efficient and effective fire and rescue service to London and its residents, workers and visitors. Much of the new equipment we have introduced to respond to the new risks facing London introduces new, cutting edge technology to help make London a safer city.
11. We are committed to improving the services we provide and have :-
  - substantially enhanced our capacity to respond to the new risks facing us in the 21<sup>st</sup> century, such as terrorist attacks and the effects of climate change, with 77 additional appliances with trained crews now ready to respond to incidents;
  - influenced the development of national fire safety and other regulation so that it can be focussed where the risks are highest;
  - developed closer working within communities to reduce local risks;
  - redeployed our resources to improve our emergency response in those parts of London where response times were slower;
  - made more efficient use of our resources to make London safer while minimising any additional burden on London's council tax payers;
  - made ourselves more accessible to the community, by improving our contact with residents and businesses in London and by striving to better reflect London's diverse communities among our own staff;
  - made ourselves more friendly to the environment.
12. We made very good progress towards our first five year targets, set in 2000, achieving:
  - 18% reduction in fires overall;
  - 19% reduction in fire deaths;
  - 20% cent reduction in deaths from accidental fires in the home;
  - 23% reduction in deaths from non-accidental fires in the home;
  - 20% reduction in total injuries from fire;
  - 30% reduction in hoax calls;
  - an average time to answer emergency calls of four seconds;
  - exceeding the government's national target of 7% for the proportion of firefighters who are black or from minority ethnic communities, with over 10% of firefighters from black and minority ethnic communities
  - increasing the proportion of women firefighters to 3.5%.
13. We believe our success in reducing the number of fires reflects the priority we have given to increasing the amount of time our firefighters spend on community safety work, especially our programme of home fire safety visits.





#### **Improving London Fire Brigade's capacity to respond to the new risks facing London**

14. London faces a range of new risks, for which we need to prepare. It faces a heightened threat from terrorism, and last summer the potential impact of global warming on the risk of extreme weather events and flooding became all too clear.
15. We have responded to these risks, with a radical increase in the London Fire Brigade's ability to respond quickly and effectively to major emergencies. The benefits from this enhanced capacity were demonstrated by our response to the London bombings on 7 July (and later failed attempts on 21 July 2005), which was widely applauded.
16. Since 2001 there has been a major increase in our capacity to respond to a major catastrophic incident.
17. In 2001 we maintained 5 Fire Rescue Units. However, 77 new specialist vehicles have now been provided to respond to such major incidents when needed (making a total of 82). This new fleet includes twelve different types of appliance:-
  - Fire Rescue Unit
  - Incident Response Unit
  - Interim Urban Search & Rescue Unit
  - Scientific Support Unit
  - High Volume Pump
  - Urban Search & Rescue (USAR) Unit
  - Mass Decontamination Unit
  - Major Lighting Unit
  - Bulk Water Carrier
  - Personnel Carrier
  - USAR personnel carrier
  - Rapid Response Unit.
18. In particular:-
  - the additional six Fire Rescue Units which we decided after the July 2007 bombings were needed to improve our capacity are now in service, making a total of 16 kept ready to respond to emergencies;
  - new Command Support Units came into service in July 2007;

- we have placed an order for enhanced respiratory protection equipment for those of our firefighters who are trained in the specialist skills needed for urban search and rescue;
  - we have made arrangements with the company which manages our vehicle fleet and operational equipment to improve the delivery and collection of certain operational equipment items to and from incidents.
19. Six high volume pumps have been strategically accommodated at locations throughout London. These have been successfully used at several operational incidents ranging from extensive flooding to large fires.
20. We have taken delivery of three prime-movers and five modules, (three disrobe modules, and two re-robe modules) for mass decontamination in the event of a major incident involving suspected chemical, biological, radiological or nuclear materials.
21. Each disrobe module contains 1,182 disrobe suits in assorted sizes, a fire-fighter decontamination structure, lighting equipment and a generator. Each re-robe module contains 1,187 re-robe packs in assorted sizes and the same ancillary equipment as the disrobe modules. This gives us the capability to promptly deliver to any incident over 3,500 disrobe suits and over 2,300 re-robe suits which can be further supplemented with disrobe and re-robe suits carried on Incident Response Units.
22. Our Incident Response Units now carry twelve powered respiratory protection suits, and our firefighters have been trained in their use. These will provide our firefighters with the appropriate level of protection for use in the public mass decontamination structures and greatly increase the time personnel can commit to an incident when compared with gas tight chemical protection suits.
23. We have also made good progress in designing and delivering the extensive training programme needed to make sure that our firefighters can operate safely the new appliances, equipment and operational procedures. In particular we have :-
- completed an extensive initial training programme for using our new high volume pumps for nearly 650 people, supported by a programme to make sure that these skills are maintained;
  - completed the training for additional firefighters needed to crew the six new Fire Rescue Units;
  - run an intensive 5 month programme to train 1,400 personnel in the operation and use of the powered respiratory protection suits which are designed for use by fire-fighters when working within the public Mass Decontamination Units;
  - selected firefighters to join the urban search and rescue teams and completed an extensive training programme for them provided by the Mines Rescue Service and the Fire Service College;
  - provided support for training of our emergency service partners; including developing and providing training for the recently formed London Ambulance Service - Hazardous Area Response Teams which are now operational in London to enable paramedics to operate safely in respiratory and personal protective equipment and undertake decontamination following deployment;
  - gained approved training centre status following assessment by the Road Transport Industry Training Board to deliver Forklift Truck, Hook



- Lift and Multi Purpose Vehicle training, examination and certification at agreed training sites.
24. We have made good progress in carrying out the necessary building alteration works in existing fire stations and the provision of new facilities to support the programme. This programme of property works includes some 45 schemes at over 30 sites across London.
  25. We have made permanent arrangements for a Chemical Biological Radiological and Nuclear (CBRN) Rapid Response Team. The principal role of this team is to support Incident Commanders and where possible, detect and identify any hazardous substance(s) and provide advice on the levels of protection required for our firefighters and what control measures may be needed to resolve the incident safely. To support this team we have taken delivery of two bespoke Detection Identification and Monitoring vehicles supplied and funded by Government, and we are funding the staff needed to operate these vehicles.
  26. We have continued to develop and enhance our Urban Search and Rescue (USAR) capability, and we have received delivery of a range of additional USAR vehicles and equipment. We have attended a number of significant USAR incidents including a crane collapse which caused two deaths, a tornado that caused considerable structural damage to several business and residential properties and a major structural collapse.
  27. In order to deliver this enhanced capacity, we have had to make substantial investment in additional vehicles and equipment, and to devote time and effort to planning our response and to training and exercising our staff to use the new equipment which has been provided.
  28. This level of investment is on a scale not faced by any other brigade in the country.
  29. The Government has supplied and financed some of this additional equipment and its long term costs as part of its new dimensions programme, although we have had to make sure that this equipment is properly maintained and that staff are kept up to date in its safe use.
  30. However, in addition to this government supplied equipment, the Authority, with the full support of the Mayor and London Assembly, has decided that the unique risks faced by London mean that additional protection is needed. In particular the lessons learned from the terrorist bombings in July 2005 demonstrated that we needed an additional six Fire Rescue Units (which among other things carry heavy specialist rescue and lifting equipment). These six new appliances are now in service as part of our programme to enhance our capacity.
- Progress towards achieving our headline targets**
31. The second London Safety Plan was agreed in March 2005, and we have published an annual Action Plan each year since then.
  32. The second London Safety Plan set out our headline targets for the five years running from April 2005 to March 2010. These targets were to:-
    - reduce accidental fires in people's homes by 5%;
    - reduce the number of accidental fire related deaths in the home by 20%;
    - reduce deliberate fires by 10%;
    - reduce hoax fire calls by 5%;
    - maintain the current time it will take on average for the first fire engine to arrive at an incident (while reviewing how we might improve on that);
    - improve the time that it takes a second fire engine to attend incidents across London.

33. We continue to make good progress towards meeting these targets, and this is summarised below.
34. As these targets run until April 2010, during the life of this plan we will need to review progress towards their achievement and develop proposed targets for the following five year period. This work will start this year, and we will consult further when rolling forward our annual action plan on suggested future targets.

*Accidental fires in people's homes*

35. These have reduced in each of the last four years, and since April 2004 have reduced from 6,614 in 2004/05 to 6,355 in 2005/06 and 6,267 in 2006/07.
36. Fires in the home are a main focus for our work and we believe the reduction in the number of these fires can be attributed to our community safety work with Londoners, much of which has been done in partnership with other agencies.
37. Over 53,000 smoke alarms were installed in people's homes in 2006/07 by ourselves or by our partners.

*Accidental fire related deaths in the home*

38. Reducing deaths from accidental fires in the home is a key priority and we have been successful in recent years in reducing these fire deaths in London. In 2006/07 there were just 30 deaths in London from accidental fires in the home. This was considerably less than in 2005/06 when there were 48 fire deaths, although the number of fire deaths do fluctuate year on year. We are on target to achieve a 20% reduction in deaths from fire in the home by 2010.
39. Public awareness among at risk groups has been heightened and initiatives to

improve fire safety in people's homes have seen smoke alarm ownership go up. This has been driven by successful campaigns such as 'Be Safe and Sound' which encourages people to take advantage of home fire safety visits.

*Deliberate fires*

40. The number of deliberate fires continues to reduce, with a fall of over 15% in 2006/07 alone. This means we are ahead of our five year target. We have put a great deal of effort into initiatives to reduce deliberate fires. The work of our Arson Reduction Team, the Schools Team and a wide range of other initiatives including the Juvenile Firesetters Intervention Scheme and Local Intervention Fire Education (LIFE) have all made a major contribution to the reduction in firesetting.

*Hoax fire calls*

41. Building on our earlier success, we have achieved a further 20% reduction in the number of hoax calls we attended in 2006/07. This is largely due to the continuing success of our "call challenge" policy (approved as part of the current London Safety Plan) where our control staff who handle 999 calls question callers if they suspect the call may not be genuine.
42. We have worked closely with mobile telephone operators to reduce the number of hoax calls made. This has led to phones being disconnected and several police prosecutions. The successful reduction in hoax calls can also be attributed to targeted adverts, education and partnership initiatives such as LIFE (see above) which have helped build stronger links between the Brigade, young people and communities to help us get across key fire safety messages about the possible consequences of making hoax calls.

#### Attendance times

43. We have continued to perform well against our attendance standards across London, although it is becoming more difficult to ensure that the first fire engine arrives in five minutes at 65% of incidents. There is evidence of both a decline in average traffic speeds across London and that we are part of a national trend for slowly lengthening attendance times, and we will continue to look at ways in which we can offset these effects and maintain a fast and effective response to incidents.

#### Audit Commission assessment

44. The Audit Commission has recently published the outcome of its 2007 assessment of the Authority. It concluded that *"This is an authority that is **improving strongly** having demonstrated **Good** overall performance in 2004"*. LFEPA is one of only five Fire & Rescue Authorities assessed to be "improving strongly".
45. In its commentary the Commission added that *"LFEPA has a commendable record of improvement in priority areas and in contributing effectively to wider community outcomes. Its performance in all areas over three years has demonstrably improved..... LFEPA clearly demonstrates that it has the capacity to deliver its robust plans for further improvement. There are no weaknesses or failures in corporate governance that would prevent improvement being sustained. LFEPA provides high levels of confidence that the improved outcomes are sustainable"*.

#### Other achievements

46. As well as the good progress we have made toward achievement of our headline targets, we have also had some significant success in other areas:-

- the total number of fires in 2006/07 remained low at 36,615 (compared to 39,198 in 2005/06) a 6.5% improvement;
- the number of total fire deaths was down in 2006/07 with 46 people dying from fires (a reduction of nearly 30% over 2005/06);
- the proportion of time spent on community safety activity by fire station staff (9.5% in 2006/07) continues to remain well above the target level of 8%;
- the number of home fire safety visits carried out by our staff continued to increase with over 36,600 visits in 2006/07 – more than our target of 35,000;
- there was an 11% reduction in the number of fires in non-domestic buildings in 2006/07 compared with 2005/06 (down to just over 3,000);
- the success of our fire safety regulation work is reflected in the fact that there were only 4 injuries per 100 fires in non-domestic buildings, compared with 14 per 100 fires in the home;
- substantial improvements in our preparedness to respond to the new risks facing London with 77 new appliances and a wide range of new equipment now ready to respond at any time;
- an increase in our fleet of Fire Rescue Units from 10 to 16 during 2007/08, an investment which reflected the lessons learned following the London bombings in July 2005;
- sickness levels amongst operational staff represent a considerable success for 2006/07. The final year figure of 4.56% of time lost represents an improvement over the 2005/06 figure of 5.56%;
- a successful stress management programme had been introduced;

- working days lost to work related injuries also continues to improve, the figure for 2006/07 of 14,389 days representing an improvement of nearly 25% over the previous year;
  - we have received the two tick symbol accreditation from the Department of Employment for our commitment to disability and employment issues;
  - we won three awards in the Government's first Fire & Rescue Service Equality & Diversity Awards, in particular the Leadership Team Award for a fast track development programme that resulted in a significant increase in the number of women and minority ethnic staff at managerial level;
  - for the third year running we are the top gay friendly fire & rescue authority in the Stonewall Corporate Equality Index (improving our position from 28 to 13 in the list of the top 100 gay friendly employers despite increased competition);
  - we are proud to have won both the overall Sustainable City Award, and the Sustainable Procurement Award from the City of London. We were praised by the judges for our three year procurement strategy and for our wide ranging approach to sustainability covering the supply chain, recycling, vehicles, energy efficiency and new technologies;
  - we have made a good start in introducing renewable energy technologies at our buildings, and were the first fire and rescue authority to install photovoltaic cells, solar heating panels and wind turbines at some fire stations;
  - we have taken action to make sure that our vehicles meet the Low Emission Zone requirements which were introduced in London February 2008;
  - we have succeeded in reducing our overall energy usage and are committed to an annual reduction of 2% in total energy use;
  - we are on target to meet the Mayor's CO2 emission reduction target of 20% by 2010, from 1990 levels;
  - we have put in place a London-wide waste management contract which will support further improvements in re-cycling waste materials;
  - we have succeeded in making increasing efficiency savings in recent years, saving £2.1m, £6.9m and £10m between 2003/04 and 2005/06, £8.3m in 2006/07 and a further £16m savings in 2007/08;
  - we have moved to new headquarters in Southwark and have entered an agreement to dispose of our current river frontage site at Lambeth, which will release substantial capital for future investment in our property portfolio.
47. We believe that improvements to our performance management arrangements (with improved planning, performance monitoring and staff development) have been integral to making these improvements.
48. Further details about our performance, including comparisons with other fire & rescue authorities in the UK and international comparisons, are set out in the report on "Our Performance : 2006/07" which is available on our web-site at [www.london-fire.gov.uk](http://www.london-fire.gov.uk).

## The continuing challenge

49. We will strive to maintain or improve our performance in all areas, but we are still facing a number of challenges which we will address.
50. This three year plan sets out our intentions to :
  - work with partners to make sure that safety measures are built in to all new and refurbished homes in London;
  - put our firefighters at the heart of the social inclusion agenda, working with other partners and using their influence to improve local communities and their quality of life and to tackle the root causes of fires and fire deaths;
  - target our community safety work to reach those people and places in London which are most at risk and make them safer;
  - use our new powers under the Regulatory Reform Order to promote and enforce improvements in fire safety across the capital;
  - further improve our capacity to respond to the new risks facing London and be in an even stronger position to respond to acts of terrorism and other catastrophic events;
  - reduce the number of unnecessary or unwanted calls we receive which distract us from saving lives and property;
  - achieve all this by making more flexible use of our existing resources within a highly effective performance management framework.
51. Delivery of all this will be measured through our success in achieving the stretching new targets we have set. It will be under-pinned by our continuing commitment to:
  - listen to our customers so that we can meet their expectations;
  - continue to provide an effective emergency service, responding to calls for assistance when needed;
  - continue to reflect our growing understanding of the complex and shifting patterns of risk in London and focus our attention on those areas where we can have the greatest impact;
  - respond to the new risks facing London such as the terrorist threat, climate change, the increased risk of flooding, and rapid population growth;
  - be a part of "shaping a safer London" in order to continue to engineer out risk in new developments in the capital;
  - keep pace with technological development, including the shift towards more e-services and the opportunities offered through our procurement programme to provide new equipment and safer ways of working;
  - further develop the skills of our staff so that they can provide the increased range of services we will deliver and make them more effective and safer in the range of difficult tasks expected of them;
  - continue to build on the good progress made and develop a representative workforce by meeting new diversity targets;
  - invest in our fire stations and other buildings to bring about improvement in their quality, operational effectiveness, sustainability and affordability;

- take steps to reduce our carbon footprint;
- be confident that our organisation will still operate effectively in times of adversity and crisis.

*Greater London Authority*

52. LFEPA is one of the functional bodies comprising the Greater London Authority (GLA), and our budget requirement is decided by the Mayor of London and the London Assembly.

53. When developing our plans we have looked at how we can play our part in meeting the Mayor's vision for London. This vision is based on three underlying principles which mean that all of the organisations in the GLA are expected to work towards:

- strong and diverse economic growth in London;
- social inclusion to allow all Londoners to share in London's future success; and
- fundamental improvements in use of resources and environmental management.

54. The Mayor has asked each functional body to address the following issues in business plans and budget submissions:

- mitigate the effects of, and adapt to, climate change;
- deliver the London 2012 Olympic Games and Paralympic Games effectively, maximising the economic, social, health and environmental benefits of the Games to London and Londoners;
- ensure GLA Group services are provided by a workforce that reflects the diversity of London;

- ensure effective counter terrorism operations and capacity to respond to major catastrophic events;
- reduce crime and fear of crime;
- improve skills and employment opportunities of Londoners to meet the specific needs of London's economy and reduce worklessness;
- increase London's housing supply, including affordable housing, focusing on the Thames Gateway.

55. An important development in the last year has therefore been to improve the integration of sustainable development into the Authority's business and financial planning.

56. The Mayor has also asked LFEPA specifically to address the following issues:

- as part of the emergency planning function, to identify strategic flood, excess heat and drought implications for London;
- to implement the modernisation agenda and derive benefits from a risk based approach to fire safety issues;
- to invest in emergency planning equipment and staff resources;
- to tackle and reduce arson related anti-social behaviour as a contribution to the London Anti-Social Behaviour Strategy;
- to make significant progress in implementing the Mayor's pledge to provide home fire safety visits and provide smoke alarms for pensioners.

## What we plan to do

57. We have reviewed our overall vision and strategic aims, in the light of recent experience and the changing patterns of risk to which we are responding.

### *Our vision and strategic aims*

58. Our proposed new vision and strategic aims are set out on page 4 of the draft plan.
59. Our plans to meet these strategic aims over the next three years are set out in detail below. When developing these plans we took account of what we know about risk in London. Our understanding of the complex and shifting patterns of risk has grown significantly since we published our last London Safety Plan. Our approach to identifying risk is described in detail in Appendix 3.
60. *Our first aim is "**Prevention** : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies".*
61. We know many people are alive today because of the steps we took to prevent emergencies happening in the first place. Much of our current work is based around prevention, which many people do not realise. For instance, we conduct home fire safety visits in people's homes, and we are leading a campaign to legislate for fire safer cigarettes – cigarettes that extinguish themselves.
62. Making people safer is not something that we can achieve by ourselves. We know that there are particular people who are more at risk from fire and its effects. People who are poorer, who are older or have mobility problems, those that use drink or drugs, or who smoke are at particular risk. Many of these people come into contact with a number of other organisations. We already work with many of these organisations, through partnerships forged in every

borough in London, but we aim to expand those relationships, particularly at the London-wide and national levels.

63. We are also playing a significant role in other areas affecting London and Londoners. We are a key player in many London boroughs in initiatives that promote social inclusion, and challenge anti-social behaviour. We are keen to play a more active role in such local partnerships as we believe that social development and greater cohesion will address the root causes of fires and many other accidents and incidents. To do this we will develop our presence in Crime & Disorder Partnerships, Local Area Agreements, Local Strategic Partnerships and the proposed Comprehensive Area Assessments.
64. Detailed information on what we are doing and aim to do to engage with London's communities can be found on page 18.
65. *Our second aim is "**Protection** : Influencing and regulating the built environment to protect people, property and the environment from harm".*
66. We know that some premises, or types of premises, present more significant risks to public safety than others. We have developed sophisticated systems to identify and map these places across London and we use that knowledge to target our protection work where it is likely to be most effective. This is not easy to achieve, as often those people and places more at risk from fire and other emergencies are also those which are harder to reach and more difficult to influence.
67. We welcome the new Regulatory Reform Order which has shaken up the approach to fire safety enforcement by putting the onus on those responsible for public buildings and workplaces to assess the risks from fire, the action they should take to prevent fires



- breaking out and to enable people to leave their building safely in the event that a fire does happen. Explaining people's responsibilities (particularly employers') to them and making sure that they meet them is a major challenge. Though the vast majority of people will act responsibly, we will use our enforcement powers for those that do not.
68. We will also continue to use our powers and influence to make sure that new housing and other social infrastructure is built with fire (and other community) safety in mind – right from the start. In particular we will continue to make the case for the installation of sprinkler systems where the risks justify it (for example in schools and colleges) as this would substantially reduce the costs and disruption arising from fires, as well as helping to reduce life loss and injury.
  69. We have detailed our current work and future plans for the built environment on page 23.
  70. *Our third aim is "Response : Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them".*
  71. Providing a fast and reliable response to incidents remains vital. Fire can grow frighteningly quickly and early intervention is important. Our aim is not just to get a first fire engine to incidents quickly, but to get enough fire engines there to deal safely with whatever the situation is.
  72. While preventing and reducing the impact of fires will always be at the heart of what we do, the public now expect more from us. We will continue to respond to a range of other emergencies (such as flooding, chemical spillages, and road traffic collisions where people are trapped).
  73. London is also facing a number of new risks, not least from both climate change and the danger of terrorist attack. We have made the substantial investment we believe is needed to prepare for, and be ready to respond to, those risks.
  74. We have provided 77 new vehicles and much additional equipment in order to meet these challenges. We will continue to develop our readiness to respond to such major emergencies (working closely with the Police and other partners) and will continue to make the case to Government that they should meet the additional costs arising from the additional risks we face because of London's role as the capital city and the country's financial centre.
  75. Four major projects are under way over the next three or four years to improve the facilities needed to underpin the delivery of an emergency service. These are :-
    - the roll out in London of the new national digital radio scheme for the fire & rescue service;
    - the provision of a new regional 999 control centre for London (on a new site) as part of the Government's national project;
    - replacement of the personal protective equipment for our firefighters;
    - replacement of the breathing apparatus used by our firefighters when they have to enter hostile environments.

Any one of these projects would be a managerial challenge; to successfully complete all four (and manage their inter-relationship) will be a key priority and it will be essential to ensure that attention is not diverted from securing their successful delivery.
  76. More information on our planning and preparedness for emergencies is on page 26.

77. *Our fourth aim is "**Resources** : Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money".*
78. The success of an integrated approach to risk management lies in developing more flexible services, so that we can target our resources (whether prevention, protection or emergency response) at the complex patterns of risks across London. Not only do different risks (fires, road traffic collisions, malicious false alarms and those from automatic fire alarms) present different patterns, but those patterns of risk also change at different times of the day, week or year as people move around from home, to work or education, to leisure activities and back home again.
79. This means that a static, inflexible, "one size fits all" approach applied to every fire station cannot deliver the improvements, including those in community safety, which we are trying to secure.
80. Unlike other services we do not plan the provision of our fire stations and fire engines to meet forecast demand, but to make sure that we can get to any emergency quickly – whenever and wherever it may occur. For example, some areas of London see few fires and so "demand" for a fire station in the area is low; but we believe that people still expect us to be able to respond to one of the rare fires in those areas within a reasonable time. However when fire crews are not attending incidents there are many other important activities which they carry out (such as essential training, equipment checks, and community safety work) and we will continue to make sure that firefighters' time is well spent.
81. During 2008 we will publish an asset management plan which will set out our strategy for future investment in our property portfolio. This will ensure that our fire stations provide suitable bases for our firefighters, in the right places, given the increasing range of demands on them. The plan will also set out how we can ensure that we secure good value for money from our buildings and potentially release value from some prime sites which we occupy. This plan will be supported by our success in gaining Government approval to a substantial PFI package to replace 10 fire stations in poor condition.
82. As part of our programme of property improvements we have moved our headquarters to a new site in Southwark and have agreed the disposal of our current site on the river at Lambeth which will release substantial capital for future investment. As part of that deal a rebuilt fire station will be provided on the Lambeth site.
83. We will continue to strive to show that we offer an effective and efficient service, making good use of the taxes which are paying for that service. We will continue to demonstrate that we provide good value for money, by delivering savings and efficiency improvements – in 2007/08 we are delivering £16m worth of savings.
84. Further information on how we manage our resources can be found on page 35.
85. *Our fifth aim is "**People** : Working together to deliver the highest quality services within a safe and positive environment for everyone in the organisation."*
86. All of this planned work places huge demands on our most important and valuable asset – our staff. Over 85% of the money we spend is on our staff, which is why making the best use of their time and skills is so important. We will continue to find ways to increase the flexibility available in how we use our staff and make sure we have the right staff, with the right skills, available in the right places at the right time.

87. Our firefighters do a difficult, and sometimes dangerous, job. The expansion of our community safety work and the major expansion in our capacity to respond to the new risks London faces have added substantially to the equipment our staff are expected to use and the skills they need to have. We expect them to respond to commonplace incidents, and those that happen only very rarely, with equal skill and professionalism. We are proud of the way they are rising to these challenges.
88. All our new firefighters need to learn how to do their job, and do it without putting themselves, their colleagues or the public at risk. We have to teach and support them as they learn their craft. Once this initial training is successfully completed, we expect all staff to continue to train and develop, to maintain their current skills and develop new ones and training is an essential part of all firefighters' and officers' daily work routine. The safety of the public and of their colleagues relies on the skills that they learn and use and so we will continue to invest heavily in the competence of our staff.
89. For more information on how we aim to be an exemplary employer, please see page 38.
90. *Our final aim is "**Principles** : Operating in accordance with our values, and ensuring that safety, sustainability, partnership and diversity run through all our activities".*
91. Along with our aims, we have also developed a set of values which we see as integral to this organisation. Everything that we do will be based around Fairness, Integrity, Respect, Service and Trust.
92. We can't control the dangerous environment that our staff are sometimes expected to work in. Instead we equip them to deal with it, not just with modern equipment, but with a high level of skill and knowledge which we expect them to apply at all times. Making sure our firefighters and more senior officers, adopt safe systems of work at all times and have the skills and knowledge they need to do their jobs is a huge challenge for us.
93. Our fire engines will still be red, but we continue to look at how we, as an organisation, can be green. We will, through a variety of measures, reduce further the impact of our activities on the environment by promoting sustainable development and reducing our carbon footprint. However equally important is the major impact we can have by reducing the number of fires breaking out, and their severity, given the environmental impact of uncontrolled fires and the impact which fire fighting measures can also have (such as the run off of the polluted water which has been used to extinguish the fire).
94. London is one of the world's most vibrant and diverse cities and we must make sure that all of the services we provide are accessible to all parts of the community and delivered in a way which is sensitive to their needs and expectations. We have outlined some of the political and economic issues that have influenced this plan in Appendix 2.
95. We are also an important employer in the public sector. We have made excellent progress in developing a more representative workforce, with over 10% of firefighters coming from black and minority ethnic groups and with 3.5% female firefighters. However, more still needs to be done if we are to achieve a workforce which truly reflects the people we serve and this will remain a key priority for us.
96. Further information on our work on safety, sustainability, partnership and diversity is on page 40.

## Our plans for 2007/08 – 2010/11

97. Our plans to meet the strategic aims over the next three years are set out in more detail below. Our understanding of the complex and shifting patterns of risk has grown significantly since we published our last London Safety Plan. This is summarised in each section below.
98. The detailed action plan for 2008/09, with associated targets and financial implications, is set out in Appendix 5.
102. While fire stations play a vital role in providing a rapid response to emergencies they can also provide an ideal location in the community from which we can engage, educate and interact with the community at a local level, and we will use opportunities arising from our programme of improving our fire stations to achieve this goal.
103. We believe that there would be value in setting up one or two pilot community safety centres within London. These would be based on local fire stations, but we would use the opportunities provided by our programme for investing in new fire stations to work with the borough council and other local partners to develop community centres which could meet a range of local needs, including providing a base for fire engines.

### ***Section 1 : Prevention - Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.***

#### **Community engagement**

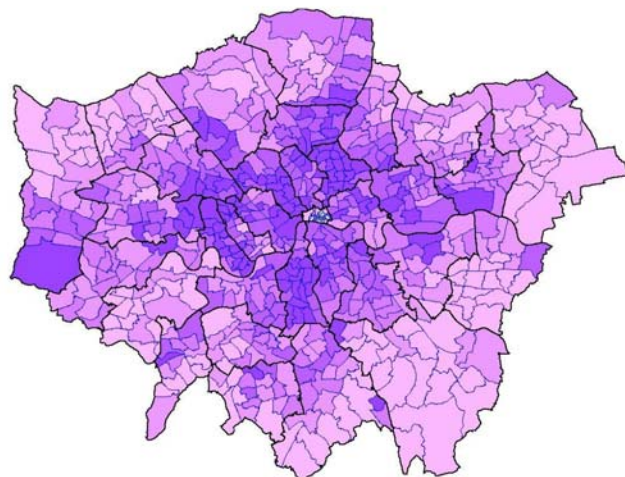
99. Community engagement is a key priority for us. We wish to work more closely with people across London, and with a range of other stakeholders in the public, private and third sectors to explore with them what they expect from London's fire and rescue service, what they think about our current performance, and how they would like to see us developing and improving our services in the future.
100. We recognise that, if we are to engage more effectively with local communities, we need to create an environment which makes it easy for them, both through outreach work by our staff and by providing facilities which are available for use by the community and which are accessible and welcoming to them.
101. We have succeeded in developing partnerships with a number of voluntary agencies and community groups to help promote community safety. An example is our work with Help the Aged with whom we work in carrying out home fire safety visits. However we believe that there would be value in developing a more a more structured approach to working with the third sector and we will develop a strategy to achieve this over the coming year.
104. We will :
  - develop and expand our programme of community engagement to make sure that people living and working in, or visiting London can help to shape our future services;
  - seek ways to improve the support and advice we give to people in the aftermath of a fire or other incidents;
  - pursue opportunities to make our buildings more welcoming and accessible to local communities;
  - explore with partners the possibility of providing one or two community safety resources across London which would meet a range of local community needs.
105. We believe that the investment we have made in recent years in community safety work has been the main factor in securing a reduction in the number of fires, fire deaths and fire injuries.

#### **Community Safety**

106. The focus of this work is to promote three key messages :
- **Prevention** : how to stop a fire happening in the first place;
  - **Detection** : install smoke alarms and ensure they are kept working;
  - **Escape** : develop an escape plan so that you and your family know what to do if a fire breaks out.
107. We propose to learn from experience and provide improved and better targeted community safety work in the future. We have developed better ways of understanding who is more at risk from fire or other emergencies and this is described in more detail in Appendix 3.
108. We accept that priorities for community fire safety work will vary in different parts of London. For example as well as seeking to reduce the number of fires:-
- in some areas reducing hoax calls or false alarms from automatic fire detection systems may be important; in others working with partners to reduce the number of calls to release people trapped as a result of road traffic collisions may be a local priority;
  - in some areas older people may face higher risks from fire, while in others we may need to work with younger people or those in social housing or hostels.
109. We need to work with a wide range of partners if we are to succeed in reducing the risk of fires breaking out, and ensure that when fires or other emergencies do happen people can escape unharmed. These partners will include the borough councils, other emergency services, health trusts, social housing landlords, schools and colleges and other agencies that can help us to reach those people most at risk.
110. We believe that there could be substantial potential benefits from working with volunteers to assist us in getting our fire safety message across to the community, particularly those people who face higher risks from fire. We will explore ways in which this can be achieved.
111. We are reviewing our community safety strategy and will agree an updated strategy during 2008. This strategy will set out clearly our objectives for community safety, how we plan to achieve them, and how we will measure our success. It will set out our approach to developing and maintaining partnerships with other public agencies, businesses and agencies in the third sector (such as community groups, voluntary and not for profit organisations).
112. We will:
- review and update our community safety strategy;
  - use our understanding of who is more at risk from fires in the home to target our future work more effectively;
  - implement the improvements recommended as a result of our recent fundamental performance review of community safety so that we target our resources on those areas and those parts of the community which research indicates are at greatest risk.
- Reducing accidental fires in the home*
113. This is the key area which the Government has identified for the fire & rescue service. It has set a national target which is "by 2010, reduce the number of accidental fire-related deaths in the home by 20% and the number of deliberate fires by 10%". It has also set a target that by 2010 no local fire and rescue authority should have a fatality rate from accidental fires in the home which is more than 1.25 times the national average.
114. The majority of fire deaths in London occur from accidental fire deaths in the home. We know that these:
- remain in overall decline;

- have smoking materials as the main source of ignition;
- have more male victims (55%) than female;
- have a high percentage of victims over the age of sixty (over 50%);
- happen mainly in the winter months (November – February);
- happen mainly at night with most fire deaths occurring between the period 10pm to midnight and 2am to 6am in the early morning.

#### *Accidental fires in dwellings*



**Forecast likelihood (Brigade)**



115. We also know that while smoke alarm ownership in London is at around 70%, there is no smoke alarm fitted in over 72% of accidental fires in the home which we attend. This is why our programme of home fire safety checks and installation of free smoke alarms where they are needed remains important.
116. We have used our improved understanding of those factors which are linked to increased risks from fire to identify those wards across London where there is a higher risk of accidental dwelling fires breaking out and we will use this to target our prevention work more effectively.
117. The following map illustrates the risks of accidental dwelling fires. The data shown in this and the other maps are our predicted incident likelihood rankings for the year ending March 2008. These are generated using our incident risk analysis toolkit (iRAT). iRAT is a statistical model that uses many external data sources (including census 2001, ordnance survey, Mosaic and indices of multiple deprivation 2004) in addition to our own data from actual incidents (1999-2007), regulatory fire safety inspections and home fire safety visits (2004-2007).
118. To meet the challenge of reducing accidental fires in the home, and the deaths and injuries they cause, we have set up dedicated teams to support our programme of home fire safety visits and to focus effort on engaging with some parts of the community who are more difficult to reach. The funding for this community safety work is supported in part by grants from Government which run out at the end of 2007/08. We believe this work is important and are looking at different ways in which we can achieve its objectives within the finance available (including any external funding which we can access).
119. We will:
- continue our programme of home fire safety visits, by our firefighters, by other staff of ours, and by our partners; fitting free smoke alarms where necessary;
  - consider the most efficient and effective ways of pursuing the work of the community safety and home fire safety visit practitioners teams within the finance available;

- work with the London Boroughs and social housing landlords to make sure that all social housing is fitted with smoke alarms, and that sprinkler systems are fitted in the homes of those most vulnerable.

#### Fire safer cigarettes

120. Cigarettes and smoking materials cause nearly 50% of those accidental fires in the home which result in someone dying. Reducing the fire risk from cigarettes is therefore a priority.
121. We recently launched a campaign in the UK and across Europe, for a new safety standard for cigarettes. In November 2007 an EU Committee meeting under the General Product Safety Directive voted to begin the process of setting a European standard. The UK Government has also indicated that it will consult on whether to set a legal standard in this country before the EU finishes its work.
122. We believe that the use of self extinguishing cigarettes (which go out if put down) could dramatically reduce the number of accidental fires in the home, and the deaths and injuries which they cause.
123. Use of such cigarettes is already mandatory in Canada and large parts of the USA and we believe that if similar regulations were introduced in the UK and Europe thousands of deaths and injuries from domestic fires could be avoided, as well as the associated property damage.
124. We will :
  - pursue the campaign in this country and the EU for the introduction fire safer cigarettes.

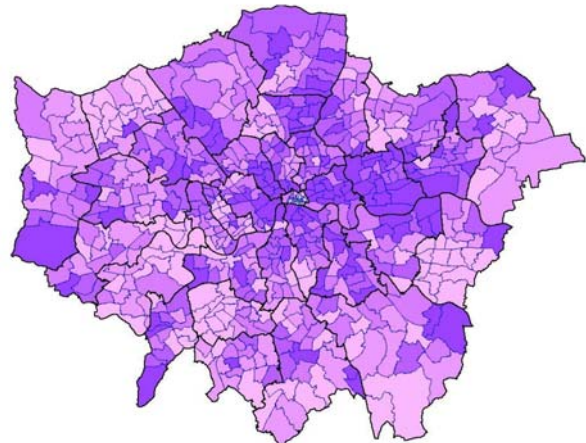
#### Working with young people and older people

125. Working with young people is an effective way of getting the community fire safety message across and spreading the message among their families. We also know that many hoax calls and cases of deliberate fire

setting are carried out by younger people, and so work to help reduce such behaviour is important.

126. Our work on reducing the number of malicious false alarm calls shows that the risks across London are as follows:-

#### *Malicious false alarms attended*



**Forecast likelihood (Brigade)**



127. We have worked in schools for many years. This has proved effective in encouraging young people to carry the fire safety message home and encourage their parents to install smoke alarms and make sure they are maintained in working condition.
128. We know that older people are more at risk of dying from fire, and so we have developed a strategy to help make them safer.
129. We will :
  - continue to implement our strategy for working with young people in order to increase their awareness of the risks from fire and to help keep them, and their families, safe in the event that a fire should break out;
  - continue our work with younger people to promote social cohesion and challenge anti-social behaviour;

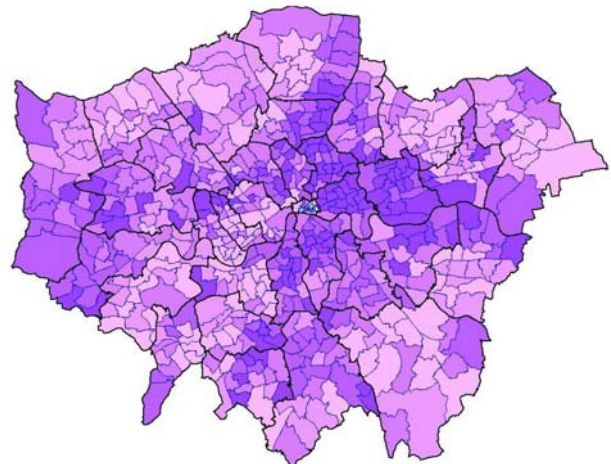


- further develop the work of our schools team;
- continue to implement our strategy for working with older people.

#### Reducing non-accidental fires

130. Last year over 40% of the fires in London were ones which we believe may have been started deliberately.
131. Over 50% of these fires were started in cars, 19% in people's homes, 15% in other buildings and the remainder in other locations.
132. We operate Fire Investigation teams which visit all fatal fires or those where the cause of the fire is suspicious or uncertain. These teams work closely with the Police. Although we have succeeded in achieving a substantial reduction in deliberate fires in recent years, we are determined to drive them down still further.
133. There is a slightly different pattern of risk across London when looking at deliberate fires in (a) people's homes, (b) other buildings and (c) cars and other vehicles. These are illustrated below.

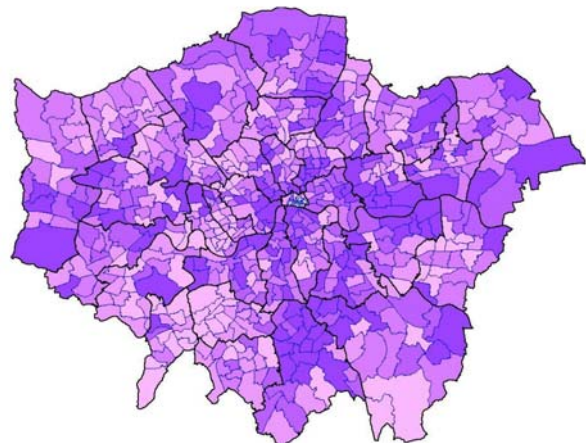
#### *Deliberate primary fires in dwellings*



**Forecast likelihood (Brigade)**



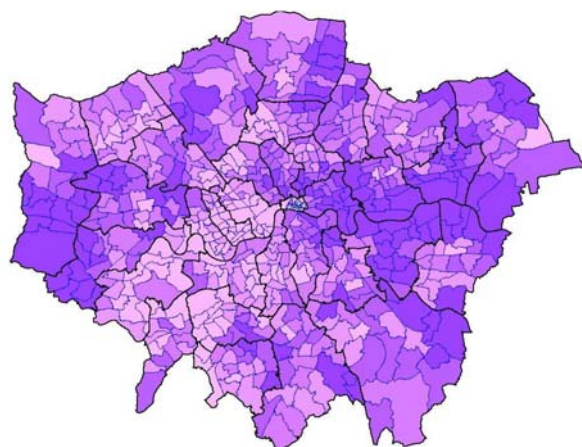
#### *Deliberate primary fires in other buildings*



**Forecast likelihood (Brigade)**



### Deliberate primary fires in vehicles



**Forecast likelihood (Brigade)**

iRAT May 2007



134. One reason for our recent success has been the work of our Arson Reduction Team, which has been funded by Government grant. However this funding will run out at the end of March 2008 and we have looked at the best way of continuing the good work which has been carried out within the money which we can afford.

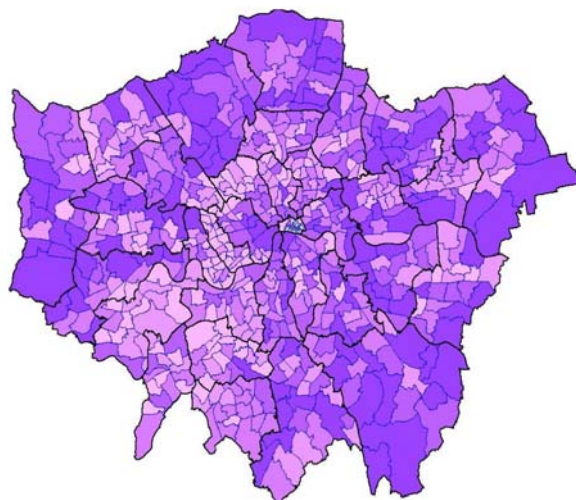
135. We will:

- continue our work to reduce both arson and malicious false alarms in order to drive down the number of these incidents;
- consider how we can take forward the work which has been carried out by the Arson Reduction Team within the finance available.

### Other risks

136. We indicated in the second London Safety Plan that we would discuss with our partners where we might play a useful role in preventing incidents other than fires, in particular road traffic collisions.

### Road traffic collisions attended by the Brigade



**Forecast likelihood (Brigade)**

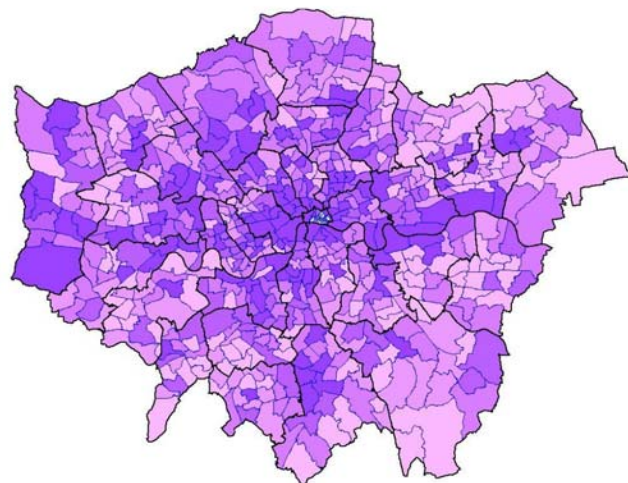


137. Transport for London (TfL), one of our partner functional bodies in the GLA, already have a substantial programme to reduce the number, and impact, of road traffic collisions. After discussion with them we propose to :

- respond positively to requests to support initiatives developed by TfL and the London Boroughs where we are able to do so, but not to take the lead in developing and implementing further local initiatives to prevent road traffic collisions.

### ***Section 2 : Protection - Influencing and regulating the built environment to protect people, property and the environment from harm***

138. We have looked at the pattern of accidental fires in buildings other than people's homes, which shows that the risks of such fires are spread across London as shown below.



**Forecast likelihood (Brigade)**



#### Enforcing fire safety

139. The Regulatory Reform (Fire Safety) Order came into force in October 2006. This brought together the disparate fire safety provisions in a number of different pieces of legislation into a single, risk based, approach to regulation.
140. The Order has resulted in a substantial increase in the number of premises subject to fire safety law in London. We have, therefore, adopted a risk based approach where the frequency of our inspections is determined by the assessed risks posed by different buildings.
141. We now have over a year's experience of how the new system is working. We are reviewing how things are going and will identify how we can work more efficiently and effectively to make sure that London's buildings are safe.
142. We also participate in lead authority partnership schemes whereby one fire & rescue authority leads on providing fire safety advice and guidance to businesses with premises spread over many different areas. This achieves a single point of contact for those employers, and helps to secure a

consistent approach to fire safety across all their premises.

143. We will :

- complete our review the operation of the new regulatory regime, and our approach to its enforcement, and consider whether our resources can be used more effectively to deal with the increased number of premises covered by the new regime;
- if necessary in the light of our practical experience, bring forward proposals to change how we ensure that the public are adequately protected from the risk of fire in those buildings subject to regulation;
- continue to take urgent enforcement action whenever we have reason to believe that public safety is at risk.

#### Making buildings safer

144. We welcome the recent changes to Building Regulations which require the installation of hard wired smoke alarms into new developments and major refurbishments.
145. There is clear evidence that installation of sprinkler systems can be effective in the rapid extinction of fires and reducing the number of deaths and injuries in those fires. Modern sprinkler systems are reliable and cost effective; not least as their installation can help to reduce the cost of insurance against fire. We continue to believe that sprinklers should be fitted in buildings where there is a risk based case for doing so.
146. We carry out a range of work with other agencies to develop and evaluate effective fire safety technologies and management systems and are represented on British Standards Institute committees (which set national standards) and their European equivalents which develop standards for the EU.

147. We will:

- continue to urge building owners and developers to install sprinkler systems where the risks justify it;
- in particular we will work with schools, colleges and education authorities to ensure that the clear benefits of sprinkler systems are considered fully and campaign for all new or refurbished schools to be fitted with sprinkler systems;
- continue to seek to influence national and European standards to ensure that they reflect modern fire safety requirements.

#### Major new developments

148. London is facing a substantial growth in its population over the next ten years (an increase projected to be 10% - the equivalent of a city the size of Leeds). Major developments are planned to accommodate these extra people, in particular in Thames Gateway, though many other parts of London are also planning substantial housing growth.
149. We believe that this provides a key opportunity to ensure that fire safety measures (such as hard wired smoke alarms or sprinkler systems where the risks justify them) are built into these new developments, reducing the risks to their residents.
150. There is also a wide range of major new developments under way (such as at White City and Wembley, the 2012 Olympics, major transport projects such as the Channel Tunnel link, Crossrail and the DLR and East London Line extensions). These developments often propose innovative fire safety engineering and other in-built fire safety measures and our major projects team works with the developers to make sure that the developments are safe. For some of these developments (for example at Heathrow Terminal 5) we have secured agreement with the developers to fund the specialist staff working to secure fire safety in their buildings

and we will actively seek to secure similar agreements with other major developers.

151. We will :

- work with partners to seek to ensure that appropriate fire safety measures are designed and built in to major new developments in London (such as those in Thames Gateway, the Olympics village and new transport infrastructure).

#### Acetylene cylinders

152. We regularly attend fires in premises where we believe acetylene cylinders may be stored. These pose particular risks to both the public and our firefighters as they can explode, spreading debris up to 175 metres and need to be cooled for a period of 24 hours before they can be safely moved. We have therefore had to put in place arrangements for safe systems of work at these incidents which involve the evacuation of the immediate area, for up to 24 hours, until we can be certain that there is no risk to the public or to our firefighters. This essential safety precaution can cause considerable disruption to public transport, road traffic and local people and businesses.
153. We welcome the recent decisions by both Network Rail and Transport for London to impose a condition on their tenants, particularly those occupying premises under their control adjacent to the transport infrastructure, to ensure that acetylene cylinders are used and stored in accordance with health & safety requirements, or removed altogether.
154. We have also progressed a trial jointly with Network Rail to provide robotic remotely operated vehicles at incidents involving acetylene cylinders which should allow us to make cylinders safe much more quickly and reduce any disruption.

155. We will:

- continue to work with our partners locally and nationally (including local authorities, Network Rail, Transport for London, the Health & Safety Executive and the British Compressed Gases Association) to (a) improve education and understanding by users of acetylene to ensure it is only used when no suitable safer alternatives exist and, when its use is essential, to ensure its safe storage and use in order to reduce the likelihood of incidents occurring; and (b) promote further scientific research to enhance our understanding about acetylene cylinders and identify any further opportunities to improve our safe systems of work and reduce the disruption caused by incidents involving these cylinders.

#### Houses in multiple occupation

156. We recognise that houses in multiple occupation present particular fire safety risks and we are committed to working with the London Boroughs to continue to improve fire safety in these premises.

157. We will :

- respond to statutory consultations from the boroughs before they serve notices under the Housing Act;
- carry out joint inspections of these premises where appropriate, following requests from the boroughs;
- continue efforts to identify previously unknown premises in multiple occupation;
- support the national inter-agency protocol on houses in multiple occupation which establishes joint working arrangements between local housing authorities and us to reduce the risk from fire in houses in multiple occupation and similar shared housing.

#### Automatic fire alarms

158. We are participating in the national project to promote the third party accreditation of

automatic fire alarms, as part of our efforts to reduce the number of false alarms generated by these systems.

159. We will:

- continue to implement across London our policies for reducing the number of false alarms generated by automatic fire detection systems, targeting first those premises generating the most false alarms.

### ***Section 3 : Response - Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them***

#### Arrangements for emergency response

160. It is vital that we maintain arrangements for a fast and effective response in the event of a fire or other emergencies. Although we believe that greater investment in prevention and protection work is essential if we are to succeed in making London, and its residents, workers and visitors, safer we remain fully committed to maintaining effective emergency cover 24 hours a day 365 days a year.

161. We have already made a commitment to search for a site for a new fire station in Havering. In the last year we have bought a site for the new fire station. We will go ahead with the design and building works for that new fire station in 2008/09 and have made provision for the necessary expenditure in our capital programme.

162. We are making no further proposals in this Plan to change the number of fire stations or fire engines we keep ready to respond to calls for assistance, nor their locations.

163. We will :

- proceed with the design and building works for a new fire station in Havering.

### Responding to emergencies and other incidents

164. Some of our calls are to incidents where there is little or no risk of harm to members of the public. We do not believe that it is necessary to respond to all of these calls as if they were emergencies, that is using blue lights and sirens. Reducing our travel speed where it is sensible to do so, reduces the risks to our firefighters and to the public and helps reduce our impact on the environment.
165. We can determine the urgency of some calls by asking questions when people call us. We can then provide the appropriate response bearing in mind relevant risk assessments, and travel to those incidents which present little significant risk to the public at normal traffic speeds. These incidents would include releasing people shut in lifts, assisting people locked in/out of buildings, and assisting with burst water mains or defective hydrants. The full list of incident types to which we may decide to travel at normal traffic speeds is shown in Appendix 4.
166. However we propose to exclude from our attendance standards those incidents to which we are no longer trying to arrive as quickly as possible. We would however continue to monitor and report our response times to those incidents.
167. We will :-
- continue to respond to all reported fires as emergencies, as well as other incidents where there is immediate risk to the public (such as road traffic collisions, chemical spillages, and unstable or collapsed buildings);
  - for other calls, we will ask questions when people call us so that we can provide the appropriate response and travel to those incidents which present no significant risk to the public at normal traffic speeds.

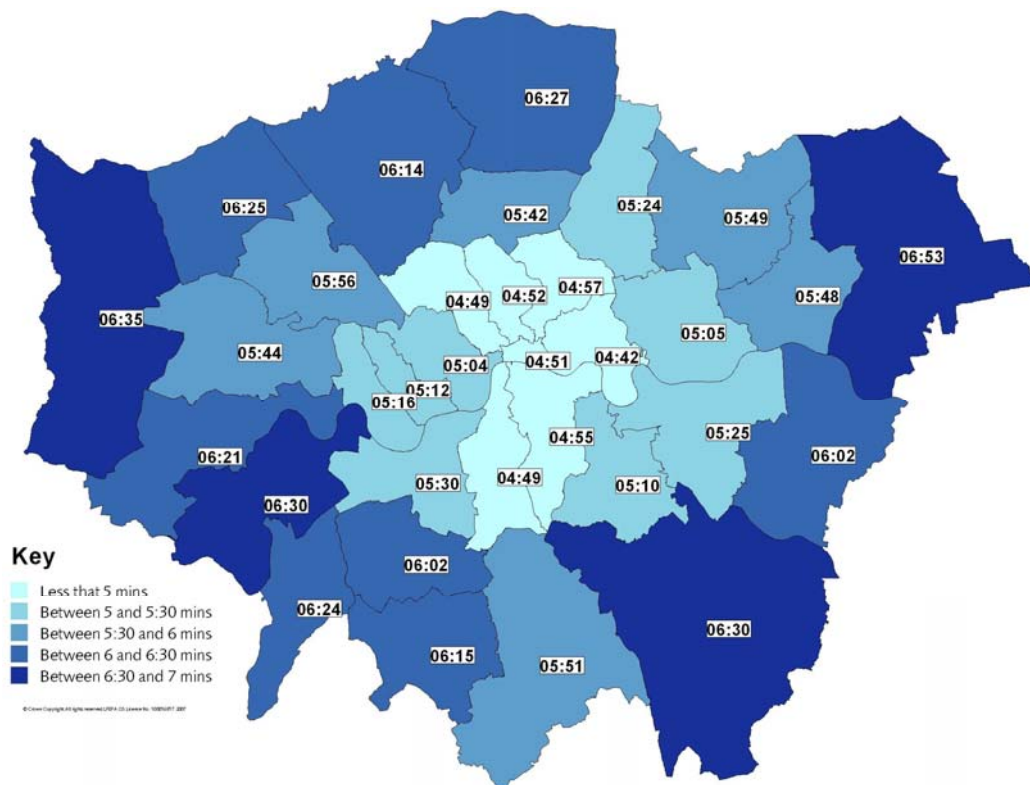
### Attendance standards

168. We introduced our current attendance standards three years ago. These are :-
- the first fire engine will arrive at 65% of incidents within five minutes, and at 90% of incidents within 8 minutes;
  - the second fire engine will arrive at 75% of those incidents which need at least two fire engines within 8 minutes and at 90% of those incidents within 10 minutes.
169. We have continued to meet our attendance standards across London, apart from narrowly missing the target for the first fire engine to arrive in five minutes at 65% of incidents.
170. However the figures also show that we are part of a national trend for slowly lengthening attendance times (reflecting a decline in average traffic speeds across London) and this draft plan considers in more detail our approach to maintaining a rapid and effective emergency response to all incidents.
171. There are a number of reasons for this. These include:-
- the impact of traffic calming measures;
  - the impact of poor, unlawful or otherwise careless parking;
  - the introduction of our arrangements to provide for fire crews to carry out essential training and community safety work;
  - turnout times.
172. We now have three years experience of using the new standards, and have taken the opportunity to review whether they provide the most useful measure of how quickly we respond to calls for assistance. We believe that we should measure our performance in future using average attendance times. We know that the historic location of our fire stations means that response times are longer in some parts of London than they are in others. We believe the move to measuring



average attendance times would provide a clearer picture of these differences and a more reliable picture of how long you should

expect to wait for a fire engine to arrive. Current average attendance times for each borough are shown below.



173. By definition, there will always be instances where it will take longer to reach some incidents than the average and so we will also set a standard for the **maximum** time you can normally expect to have to wait for a fire engine to arrive. There will always be some exceptional circumstances when attendance times may become longer than normal (for example when many of our fire engines are committed at one or more major and protracted incidents – such as the London bombings – or when we are inundated with calls during major flooding or exceptionally bad weather).

174. We intend to set this standard at 12 minutes, which reflects the time in which we reach at least 95% of incidents. In the vast majority of cases we would still respond much more quickly than this. It should be stressed that this is well in excess of the average attendance times in **every borough and every ward** in London (there being no

wards to which average attendance times exceed ten minutes).

175. These proposals will have no impact on the actual times we are taking to arrive at emergencies.

176. It has become clear that overall traffic speeds across London have been getting steadily slower and that this has had some impact on our attendance times. We are therefore looking carefully at what management action we can take to maintain or improve current attendance times.

177. We will:

- set a new standard that the **average** time it will take for the first fire engine to arrive at emergencies across London should not exceed 6 minutes, and that the average time it will take for the second fire engine to arrive (where one is needed) should not exceed 8 minutes;



- set a standard that the **longest** time you should normally have to wait for a fire engine to arrive will be 12 minutes;
- exclude those incidents presenting no significant risk of harm to the public and to which we no longer respond as if they were emergencies;
- look carefully at any action we can take to maintain or improve our attendance times even though average traffic speeds across London are getting slower.

#### Impact of new developments on emergency cover

178. London is facing a substantial growth in its population over the next ten years (an increase projected to be 10% - or the equivalent of a city the size of Leeds). Major developments are planned to accommodate these extra people, not least in Thames Gateway over a sizeable area in east and south east London.
179. Population growth will not automatically generate a need for additional stations or appliances, as if there is already a fire station near any of these new developments we will not need to build a new one. We also know that the level of risk arising from these developments is reduced where automatic fire detection and suppression systems are built in. This is why we are working with developers and local planning authorities to make sure that such systems are provided in new developments where the risks justify it.
180. We will :
- assess the risks associated with major new housing developments such as in the Thames Gateway and whether we will be able to meet our service standards in those areas;
  - if there are any concerns about our ability to provide appropriate emergency cover to such new developments we will reflect this in our future service strategy.

#### New risks facing London

181. London faces a range of new risks, for which we need to prepare. It faces a heightened threat from terrorism, and during summer 2007 the potential impact of global warming on the risk of extreme weather events and flooding has become all too clear.
182. We have responded to these risks, as demonstrated by the London bombings on 7 July and later failed attempts on 21 July 2005. The performance of the Brigade following 7/7 was widely applauded. However we have had to make substantial investment in additional vehicles and equipment, as well as planning our response and training and exercising our staff. This level of investment is on a scale not faced by any other brigade in the country.
183. A wide range of additional appliances and equipment has already been introduced over the past few years, and more are coming on stream this year and beyond. Each additional vehicle or piece of equipment requires careful planning and delivery, in terms of :
- its design and procurement;
  - training staff in its use (and keeping those skills current for equipment which may not often be used at emergencies);
  - deciding where it should be located – and making sure that those sites have the space and facilities needed for both the vehicle and its crew.
184. While the Government has supplied and financed some of this additional equipment and its long term costs as part of its new dimensions programme, the Authority with the full support of the Mayor and London Assembly has decided that the particular risks faced by London mean that additional protection is needed. In particular the lessons learned from the terrorist bombings in July 2005 demonstrated that we needed an additional six Fire Rescue Units (which among other things carry heavy specialist

- rescue and lifting equipment). These six new appliances came into service during 2007/08.
185. We have not been given additional funding by Government to meet the costs of some this essential additional equipment, which means that the costs are having to be met by the Authority itself. This is currently being paid for from our financial reserves, but as these reserves are used up, this is not sustainable in the future.
186. We believe that these unavoidable extra costs which arise from London's unique position as capital city and the UK's financial centre, should be met by central Government (as they do for the extra costs borne by the Metropolitan Police in responding to the same threats). We will continue to seek support from key partners such as the Mayor the London Boroughs, London MPs etc and lobby through our public affairs work for the Government to meet these unavoidable additional costs in full.
187. The alternative would be to pass these additional costs on to London's council tax payers and we do not consider that would be reasonable or fair.
188. A key feature of the Government's approach, which underpins the new dimensions programme, is the need for interoperability between different fire & rescue services, so that additional equipment based in a particular fire and rescue authority area can be used anywhere in the country where it may be needed (for example we provided support during last summer's floods). The national project to provide regional control centres is designed to be able to provide back up to each other in the event of a failure in any of the controls, and the fire & rescue service's new radio scheme will allow communication between resources from different brigades who may be working at the same incident.
189. We will :
- continue to implement measures to deal with the new risks facing London;
  - continue to train our staff to ensure that our ability to deal with threats such as the London bombings in July 2005 is not only maintained but continues to improve;
  - continue to play an active role in the national arrangements for mutual support between fire & rescue authorities, particularly when dealing with major emergencies.
- Emergency Planning
190. The Civil Contingencies Act 2004 introduced a range of new responsibilities for the Authority. These include :
- assessing the risk of an emergency happening;
  - planning to prevent emergencies happening and to minimise and mitigate the effects of a major incident;
  - putting in place arrangements to warn the public if and when a disaster happens and to provide advice about what people should do to help keep themselves safe;
  - maintaining plans to enable us to continue to carry out our functions in the event of a major incident;
  - maintaining business continuity in the event of any major disruption to our ability to provide services (for example the impact of a major flu pandemic).
191. We will:
- continue to meet our responsibilities under the Civil Contingencies Act 2004;
  - develop alternative plans to maintain some emergency cover in the event of any major disruption to our ability to provide services.

### 2012 Olympics

192. The Olympic and Paralympic Games will be held in London in 2012. We started work to plan for these games some two years ago, ensuring that an effective emergency response can be provided while the Games are being held.
193. However we believe that the additional costs of this planning work, and those of any special arrangements we need to make during the Games, should be met from the Olympics budget and we will continue to press for financial support to meet these costs.
194. We will:
- work with the Mayor and the Olympics Delivery Authority to identify and put in place the arrangements needed to provide effective emergency cover during the Olympic and Paralympic Games in 2012 and to provide improvements in community safety as part of the legacy from the Games;
  - seek additional financial support to meet the additional costs associated with this work.

### Immediate emergency care

195. We have embarked on a major programme to enhance the first aid skills of, and equipment carried by, our fire crews so that they are able to provide better casualty handling at the incidents they attend. This programme was designed partly in response to the lessons learned from the July 2005 London bombings.
196. As part of this package of enhanced emergency care we are introducing defibrillators on every fire engine so that firefighters will be able to handle cases of suspected cardiac arrest when rapid intervention is essential if lives are to be saved.

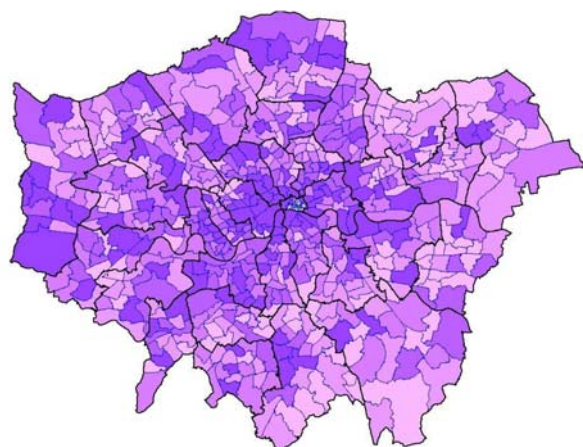
197. We will :

- complete our programme of enhanced training for our firefighters in immediate emergency care including the introduction of defibrillators on all fire engines in London.

### False alarms from automatic fire detection systems in non-domestic premises

198. We believe that installing systems for the early detection and warning of fire is one of the most effective ways of reducing fire deaths. Promoting ownership of domestic smoke detectors is a priority for the Authority and a main focus for our community fire safety initiatives.
199. There is no doubt that installation of automatic fire detection and suppression systems has helped to improve workplace safety in business and commercial property, and to reduce fire deaths and property damage.
200. However, as more automatic fire alarms (AFAs) are fitted in non-domestic premises across London each year, the risk of them generating false alarms also increases. We have set out proposals in previous plans to reduce the number of false alarms caused by these systems. We have done this because:-
- only 2% of calls to AFAs in non-domestic property were caused by an actual fire;
  - 20% of total calls we responded to were false alarms caused by AFAs;
  - we are repeatedly called out to the same buildings (the worst offender causing over 250 false alarms in one year – that is five times a week);
  - the time spent responding to these calls could be much better spent in other ways.
201. The risks of false alarms from AFAs across London in non-domestic buildings is shown below.

## AFA false alarms in non-domestic buildings



**Forecast likelihood (Brigade)**



202. The types of non-domestic buildings in which these false alarms happen is shown below.

Business industrial and commercial – 44%  
Hospitals and health care – 22%  
Education – 11%  
Residential care – 11%  
Leisure – 8%  
Other – 5%

203. We are working closely with building owners and occupiers, and with the fire alarm companies, to ensure that the alarms are correctly installed and maintained, and to develop good building management practices to reduce the number of false alarms (and the disruption they cause to the businesses affected). Fire alarm systems in commercial buildings must conform to the relevant British Standard which now places a duty on alarm providers to reduce false calls.

204. We have signed up to a national initiative developed by the Chief Fire Officers Association. This promotes a model agreement designed to improve incentives for people operating AFA systems to make sure that they are well maintained and operating as intended.

205. Where efforts to work with building owners and occupiers have failed to reduce the number of false alarms in their premises we will be prepared, where appropriate, to publicise the diversion of public resources which they are causing and do what we can to bring external pressure to bear to improve the management of their buildings. If this still fails to reduce the number of false alarms, as a last resort we will consider responding to these premises only after we have received confirmation of a suspected fire via a 999 call.

206. We are also working with call receiving centres (remote sites which make the 999 call on behalf of the occupiers when an alarm goes off) and encouraging them, in line with the relevant British Standard, to put in place some filtering and additional monitoring on calls received in their centres. This would mean the call centres would either call back the premises where the alarm was sounding to confirm the situation, or with more complex alarm systems, actually monitor where and how the alarm was caused. In these cases the call centre operator can postpone the 999 call until additional information is verified and confirms that Brigade attendance is needed.

207. We will:

- continue efforts to reduce the drain on our resources caused by false alarms from automatic fire alarms in non-domestic premises, including publicising those premises to which we are repeatedly called out;
- where this fails to reduce the number of false alarms we will consider as a last resort responding to these premises only after we have received confirmation of a suspected fire via a 999 call.

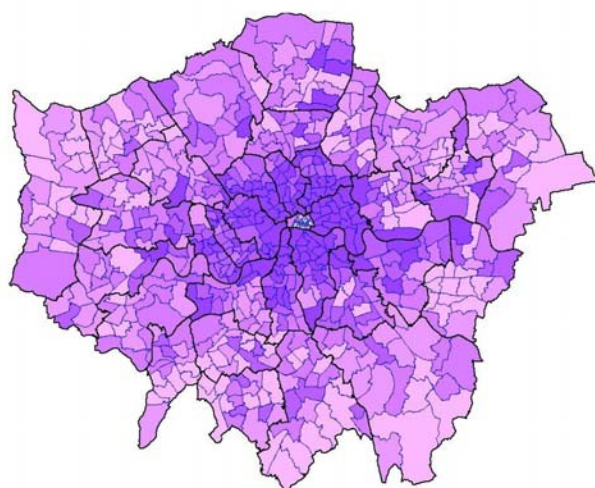
### Releasing people shut in lifts

208. Some 10% of the incidents we attend are to release people shut in lifts – over 15,000 calls a year (or 300 a week). We have worked hard to reduce the number of times we are called

out to release people shut in lifts. Not only is this a drain on our resources, taking our fire crews away from other important work, but broken down lifts are a cause of inconvenience and often distress to those caught inside them. The majority of calls for Brigade assistance to release people shut in lifts occur in social housing, and so these lift failures tend to affect people more likely to be suffering from other aspects of deprivation.

209. While we have succeeded in achieving a gradual reduction in the number of these calls, they still represent about one in ten of all the calls we attend. We do not believe that London Fire Brigade is the most appropriate agency to provide assistance to people who are shut in lifts.

#### *Incidents in residential buildings*

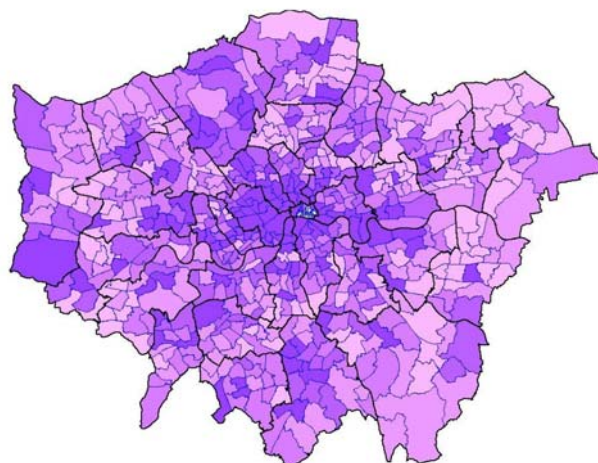


#### **Forecast likelihood (Brigade)**

iRAT May 2007



#### *Incidents in other buildings*



#### **Forecast likelihood (Brigade)**



210. About 75% of these incidents are in purpose built flats, with some 12% occurring in commercial premises. The risks across London of our being called out to release people shut in lifts in (a) residential buildings and (b) other buildings is shown above.
211. Our work with building owners and managers will continue, focussing on those buildings where we attend repeated calls for assistance. We shall encourage them to improve the arrangements for maintenance of the lifts in question to reduce the number of occasions when they break down in the first place.
212. We will ask questions when people call us to report people shut in lifts so that unless there is some significant risk to the public we can travel to those incidents at normal traffic speeds.
213. We will :
- continue to work with the owners of, or those responsible for, buildings to which fire crews are repeatedly called out when people become shut in lifts in order to improve the maintenance of those lifts and reduce both the disruption to local residents and their visitors and the avoidable drain on our resources;

- publicise the names of those building owners or landlords to whose buildings we are repeatedly called out to release people shut in lifts, in order to encourage them to improve their lifts' maintenance and reduce the number of breakdowns;
- introduce a call challenge system in our control to check whether attempts have been made to contact the lift maintenance company direct rather than calling out the Brigade;
- consider charging the owners or landlords for our attendance when called out repeatedly to the same building complex or estate to release people shut in lifts.

#### Answering calls for assistance

214. One of our core responsibilities is to make efficient arrangements to answer calls from the public for assistance, and to mobilise the appropriate fire engines, other appliances and officers to deal with those calls.
215. The Government is implementing a national project to provide regional control centres for fire and rescue authorities to handle 999 calls, using common systems and procedures and providing the capability for one regional centre to act as a fallback for others. We have agreed to be part of this national project, as a region in our own right, provided that some conditions are met. London will still operate its own control room.
216. The development of regional control centres is being integrated with another project led by Government to replace the radio systems used by our mobilising centre to communicate with our fire engines and operational officers.
217. These projects will deliver significant improvements in terms of inter-operability with other fire and rescue authorities, which will help to provide enhanced resilience in the event of a major incident affecting London.
218. These are both complex multi-million pound projects in which we are playing a significant role to help plan and roll them out across the country. The new radio scheme is expected to become operational in 2008, and a new Fire Control would need to be operating in London before the London Olympics in 2012.
219. Managing these two complex and significant projects and integrating them with the Authority's existing systems and procedures is a challenge on its own. Delivering them at the same time as the remainder of our ambitious programme for service improvement will not be easy to achieve and we have set up a team to ensure the successful roll out of both these new projects in London.
220. We will:
- play a full part in the national Firelink project to install a new improved radio communications system, ensuring that it is rolled out within London in the project timescale for national project (currently 2008 in London);
  - play a full part in the national FireControl project to provide regional control centres across the country, ensuring that the London regional centre is introduced and fully tested before the Olympic Games in 2012.

#### Four wheel drive appliance

221. We are trialling the use of a four wheel drive fire engine, which will provide much of the functionality of a normal fire engine, but be able to travel off road or be safer to use in exceptional weather conditions (eg on steep slopes in icy conditions). The benefits of using such appliances will be reviewed in the light of practical experience and the possible wider use of similar vehicles in the future will be considered.

222. We will:

- review the benefits of a four wheel drive fire engine for use off road and in adverse weather conditions and consider their possible wider use in the future.

Replacement of essential protective equipment for our firefighters

223. Both the protective clothing worn by our firefighters at incidents, and the breathing apparatus they use when entering hostile environments need to be replaced.

224. We will:-

- replace the protective clothing worn by our firefighters no later than March 2010;
- replace the breathing apparatus used by our firefighters no later than December 2010.

***Section 4 : Resources - Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money***

Value for money

225. Every public authority must continue to demonstrate that it delivers good value for money. We have made substantial improvements in efficiency in recent years, delivering several million pounds of savings year after year. We are ahead of government targets for achieving such savings as part of the "Gershon" programme.

226. Were it not for the identified need to invest in improving our capacity to respond to a major or catastrophic event we would be reducing the burden on council taxpayers for financing their fire and rescue service. However, we believe such investment is essential and, in the current absence of additional financial support, have so far met the need from our financial reserves. This cannot continue as these reserves are limited, and so without additional funding from government our notional council tax precept will have to rise.

This means that we are even more determined to make sure that our services deliver good value for money and that such rises are kept to a minimum.

227. We will :

- continue our programme to deliver cost savings and efficiency improvements, delivering at least £7.6m savings in 2008/09;
- continue to reduce both staff sickness absence and the number of retirements due to ill-health;
- carry out a programme of fundamental performance reviews to ensure that we provide best value and to identify ways of improving service delivery and/or efficiency;
- continue to review the scope for increasing income generation.

Business continuity

228. Managing risk is at the heart of all that we do, and a key element of our approach to risk management is ensuring that we have business continuity plans in place to help us deal with any disruption to our ability to provide services; minimising any impact on the public and making sure we can get back to normal business as soon as possible.

229. This is in line with our responsibilities under the Civil Contingencies Act 2004 to:

- assess the risk of emergencies occurring and use this to inform contingency planning arrangements;
- put in place emergency plans;
- put Business Continuity Management arrangements in place (including the testing of those arrangements);
- share information with other local responders to enhance co-ordination.



230. We will :
- continue to develop and review our plans to deal with any event which may disrupt our ability to provide services to the public;
  - carry our regular tests of those plans, updating them in the light of any lessons learned as a result;
  - continue to work with the GLA and other key agencies to ensure that there is a coordinated and effective multi agency response in the event of a major emergency affecting London.

Making the best use of our firefighters

231. All our 112 fire stations are open 24 hours a day, 365 days a year so that we are ready to respond to an emergency at any time. However as well as being ready to respond to emergencies, it is equally important that our firefighters carry out essential training and equipment checks and play their part in promoting improved community fire safety among all of London's diverse communities.
232. This is why we have developed a scheme which provides for a planned time for each fire crew to carry out key training or community safety work without the risk of interruption (other than if there were one or more major emergencies across London). The impact on emergency cover of these planned periods when crews are not immediately available to respond to emergencies is minimised by moving other crews to stand by at another station where this will provide better cover against the risk.
233. Our fire crews are an expensive resource, and delivering efficient and cost effective services means that we need to make sure that the best use is made of their time while they are at work, although we accept that there will be some times at some fire stations (for example in the early hours of the morning) when there is little productive work which they can do.

234. We are discussing with our staff, and with the trades unions, whether a change to the start and finish times of their shifts could support our commitment to provide improved services.

235. To support our staff we have introduced a range of IT and other systems; for example to help them plan their working day more effectively while also providing better management information, to improve records of their training and future training needs, and systems to record staff absence, which helps to plan any necessary stand by moves etc. We will continue to develop and improve these systems.

236. We will :
- maintain and develop our arrangements to provide station based crews with the time needed to carry out essential training and community fire safety work without interruption (other than in exceptional circumstances) while still maintaining acceptable levels of emergency cover;
  - consider whether we can improve efficiency and service quality by designing groups of stations which reflect the different levels of incident demand and the different combinations of appliances and specialist skills needed by crews, and using these groups to allocate tasks and priorities more flexibly, for example, firefighters stationed in one borough might perform community safety activities in another;
  - continue to develop tools which can support our station based staff in the effective planning and management of their work.
  - continue to discuss with our staff how we might change how they manage their time at work and the times when they start and finish work.

### Improving our organisation

237. We carried out a fundamental review of our organisation last year, as a result of which we are now making a series of changes which we believe will help us to improve efficiency and effectiveness in future years. We have set a target that these changes should deliver savings of at least £700,000 a year from 2008/09, with no direct impact on service delivery; although these will be partly offset by some additional changes needed to improve our management arrangements.

238. In particular we are looking to improve the arrangements for providing support to our Borough Commanders and their teams. Some of the current support teams are relatively small and it has proved difficult to maintain effective support for the Borough Commanders during periods of leave, sickness etc. We are therefore proposing to establish four area based support teams across London to provide the necessary support to the Borough Commanders. This will provide greater resilience, and the opportunity both to secure economies of scale and to provide better quality support in areas such as community safety, and joint working with the Borough Councils.

239. We will:

- deliver efficiency savings of over £700,000 a year from improvements in our organisational structures and arrangements;
- set up four teams to provide essential support to the Borough Commanders and their teams, securing both higher quality of support and delivering economies of scale.

### Improving our fire stations

240. Many of our fire stations are not in good condition and are too cramped to provide the range of facilities needed for a 21<sup>st</sup> century fire and rescue service. Our second London Safety Plan identified the need to develop an estates strategy, looking at factors such as:-

- are our fire stations and other buildings in the right place to support the quality of service?
- is that property of the quality we need for our workforce?
- is it efficient in terms of its flexibility and the cost of maintenance?

241. During 2008 we will publish our Asset Management Strategy which will set out a long term programme for investment in our estate. This programme will need to balance three interlinked pressures for investment:

- building new fire stations which could help us to improve attendance times to emergencies (as we already propose to do in Havering);
- improving existing fire stations (or rebuilding them on site or nearby) so that they are fit for purpose as we modernise the service and provide good facilities for our staff;
- delivering value for money: for example where a partnership with the private sector can both improve our facilities and potentially release value from some of the prime sites we occupy.

242. As part of this approach we are seeking to maximise the benefits from alternative sources of funding including the Private Finance Initiative, other partnerships with the private sector as part of our Corporate Property Project as well as direct investment by the Authority. We are pleased that we have been able to secure from Government £52m in PFI funds to rebuild ten of our fire stations in poor condition.

243. The sale of our old Headquarters sites in Lambeth will provide us with an improved fire station in Lambeth, a substantial sum to invest in our estate and a new headquarters next door to our Southwark training centre. This has not only enabled us to bring all our HQ staff together in an updated, energy efficient building but also delivered savings by managing the two sites together.

244. We will implement our asset management strategy which will ensure that :

- our fire stations and other buildings are fit for purpose and energy efficient, which in many cases will involve refurbishment and in some cases a replacement;
- our fire stations and other buildings are well placed to enable us to reach incidents effectively and deliver a service that meets the attendance standards we have set;
- we can continue to unlock the potential latent value in our estate and upgrade our stations, as part of our continual search to achieve best value, through developer partnerships on selected sites under our corporate property project.

***Section 5 : People – Working together to deliver the highest quality services within a safe and positive environment for everyone in the organisation***

245. All our services, whether responding to emergencies, providing fire prevention advice or working with the public and other stakeholders to promote community safety, depend on the skills of our staff and their ability to work effectively with the public.

246. A skilled, well motivated and professional workforce that continues to attract widespread public support is essential if we are to respond to the challenging environment in which we have to work and to deliver real improvements in community safety.

247. Firefighters have earned the widespread respect of the public, and this is a tribute to their professionalism and commitment to protecting their local communities.

248. In recent years there has been a rapid expansion in the range of skills we expect firefighters to apply. New appliances and equipment have been introduced to improve

our resilience to deal with a major or catastrophic emergency and our staff have had to learn how to use those vehicles and equipment while keeping themselves, and the public, safe. Community safety work has expanded and our staff now work much more actively in the local community to promote community safety. Partnership working is key in developing effective ways to make London safer, and our staff have had to develop the skills needed to set up and maintain effective local partnerships.

249. Inevitably change on this scale can be daunting and this has left some staff feeling uncertain about how these changes will affect their working lives in the medium to long term.

250. While we have always regarded the training and development of our staff as a priority, we have now decided to make further substantial investment in training and development in line with a new training and development strategy which was introduced last year. This includes :-

- new arrangements to ensure that our operational training is both dynamic and intelligent;
- using our incident monitoring data to highlight areas of developmental need;
- using training records to ensure that identified training needs are addressed as part of station based training programmes;
- a major programme of training for all firefighters in immediate emergency care for those injured at incidents.

251. We will do all we can to engage with our staff, to work with them to develop London's fire and rescue service, and to help support them and improve their morale. Part of this will include tackling some of the avoidable daily frustrations caused by outdated facilities at fire stations, skills shortages or unnecessary bureaucracy.

252. Equally important will be promoting personal responsibility and accountability – whereby staff at all levels are clear what outcomes they are expected to achieve but have the opportunity and confidence to take local decisions about the best way to improve local services. This will be linked to a clear performance management framework, integrated with our individual performance development and review systems.
253. Delivery of these objectives will require the introduction of additional training at a number of levels designed to secure effective and safe operational performance at incidents.
254. We remain fully committed to developing a diverse workforce; one which reflects the communities we serve.
255. We will also continue to implement and expand our programmes to help our staff balance their work and their life, to reduce stress, to increase opportunities for part time working, and encourage them to adopt more healthy lifestyles.
256. The current way we organise our fire stations has changed little for many years. We therefore need to look again at how our station working routines and shift patterns allow us to achieve our overall objectives : both to improve service delivery and to maintain a good working environment for our staff.
257. We have no wish to introduce changes which may be disruptive for many staff unless there are good reasons to do so. We do believe that is appropriate to discuss with our staff whether the current arrangements are fit for purpose and whether changes could improve the services we provide.
258. We will :
- continue our extensive programme for the training and development of staff, with substantial additional investment to improve training and development for firefighters and officers attending incidents;
  - provide the initial and continuation training necessary to secure the safe introduction and operation of the additional appliances and equipment provided to improve our resilience to respond to major or catastrophic incidents;
  - secure safe systems of working at all times, reducing the number of accidents, including those causing staff to take time of work;
  - continue to implement and expand our programmes to help our staff balance their work and their life, to reduce stress, to increase opportunities for part time working, and encourage them to adopt more healthy lifestyles;
  - continue to develop personal development systems for our operational staff;
  - continue with our targeted development programme and review whether it should be extended;
  - continue with our firefighter graduate entry programme;
  - maintain our new staff performance review and development system and extend it to cover all staff;
  - improve engagement with all staff so that they understand what the Authority expects from them and have the opportunity to shape how we go about achieving our overall aim of making London a safer city.

***Section 6 : Principles - Operating in accordance with our values, and ensuring that safety, sustainability, partnership and diversity are at the heart of all our activities***

Values

259. We believe that the way in which we deliver our services is important. We have therefore developed with our staff a set of values which we expect all staff to embrace and demonstrate while at work. These values are:-

**Fairness**  
**Integrity**  
**Respect**  
**Service**  
**Trust**

260. Staff will be encouraged and supported to adopt these values and to apply them in their daily work. We will make sure that they are fully integrated into our training and assessment processes to make sure that they are given a high profile and that staff realise their importance.

261. We have also set out in more detail those behaviours which are consistent with each of the values, to help staff understand what is expected of them.

***Fairness***

Treating people as individuals while applying consistent standards;

Applying the Authority's policies and procedures appropriately and in an unbiased, impartial manner;

Recognising positive contribution;

Listening to people and giving full consideration to their views.

***Integrity***

Willing to be accountable for personal and team performance;

Having high ethical standards and behaving in accordance with them;

Promoting the Authority's objectives by supporting and explaining decisions;

Showing leadership and setting a good example.

***Respect***

Understanding the values and opinions of others;

Valuing and embracing diversity;

Showing courtesy to others (our own people and the public);

Supporting each other in our respective roles.

***Service***

Taking pride in making London a safer City;

Commitment to excellence and providing a quality service;

Providing the people of London with a service that delivers value for money;

Listening to views of those we serve;

Being professional in all aspects of our roles.

***Trust***

Being open and honest with people, building mutual trust;

Being clear when confidences must be maintained;

Encouraging and supporting others in taking responsibility in their roles;

No hidden agendas.

Safety

262. Ensuring that safe systems of working are in place so that the health and safety of our staff, and of the public, is secured is a key priority.

263. Inevitably those firefighters attending emergencies will sometimes be required to work in hazardous or uncontrollable environments and so it is essential that:

- appropriate generic and dynamic risk assessments are carried out;

- staff are fully trained in all areas of their work and that these skills are maintained;
  - necessary personal protective clothing and equipment is provided;
  - effective incident command systems and procedures are in place, and that these are monitored effectively.
264. Taken together these measures help to minimise the risks faced by firefighters when attending incidents.
265. Training and development has always been a central part of a firefighter's role. Many firefighters will spend at least as much time training and checking their equipment as they will actually attending incidents. This year we plan to provide real fire training (training in safe but realistic conditions about fire behaviour and how to fight fires safely) to 4,800 of our fire fighters. This is done by directing fire engines to one of two Mobile Real Fire Training Units which will be moved around designated stations.
266. We will :
- ensure that safety remains at the core of our work, and that safe systems of work are deployed at all times;
  - continue to make substantial investment, in both staff time and money, in the training and development of all our staff in the full range of skills they need to perform their roles;
  - focus on ensuring that all firefighters develop and maintain the core operational skills they need.
- Environmental sustainability
267. Our plans for 2008/09 and beyond have been carefully developed to make sure that we maximise the impact which we can have in reducing pollution and harmful emissions and in promoting sustainable development.
268. This is consistent with the Mayor of London's commitment that London must lead the way in showing how a great city meets the challenges of climate change through planning for already inevitable changes (adaptation) and, even more importantly, achieving very substantial reductions in carbon dioxide emissions to limit further changes (mitigation).
269. Our plans will meet, and aim to exceed, the Mayor's targets in this area.
270. Uncontrolled fires, and some other emergencies such as chemical spillages, present major risks to the environment from both the pollution and emissions they release and from the potential impact of our techniques to extinguish those fires or deal with those incidents. We have agreed with the Environment Agency that one major impact we can have on promoting sustainable development is through achievement of our targets to reduce the number of fires breaking out, to minimise their spread and to extinguish them quickly and safely.
271. However, as important as reducing the number of fires is, we can do more to promote sustainable development.
272. Sustainability is not just about reducing carbon emissions and protecting the environment but is also about developing sustainable communities and promoting equality and social inclusion. Our commitments to increasing our engagement with local communities, to developing more effective partnerships to address local community risks and to promoting diversity and equality will make sure that we have a significant impact on this wider dimension of sustainability.
273. Sustainability is also built into our procurement practices which encourage a diverse base of suppliers, promote fair trade and promote greater environmental practices such as identifying items which encourage green purchasing and support re-cycling. We are also committed to working with key suppliers and the supply chain to promote

good environmental practices through the use of environmental management systems.

274. In particular, our commitment to reduce "envirocrime" - such as arson – plays a significant role in improving local quality of life and reducing the knock on impact which burnt out cars and buildings can have on the local area.

275. We will :

- continue to implement our environment policy, through application of the environmental management system (which is ISO 14001 compliant), to reduce the impact of all our activities on the environment;
- address the flood risk facing London, and make sure that we are ready to respond to any major flooding incident which may occur;
- continue to reduce our total energy use by at least 2% a year, which will contribute to achieving, if not exceeding, the Mayor's target of a 20% carbon dioxide emission reduction over the twenty years from 1990 to 2010 (we have already achieved a 12% reduction on the 1990 baseline);
- use the £4.4m set aside in a sustainability reserve to finance schemes to reduce energy consumption and introduce a range of sustainable energy technologies;
- use this fund to carry out further schemes to install renewable energy sources in our buildings, through a multi-year programme to install wind turbines, micro combined heat and power systems, solar hot water systems and photovoltaic systems;
- put in place arrangements with our vehicle and equipment provider to ensure that our fleet complies with the full Euro III standard by 2008, in line with the requirements of the Low Emission

Zone which the Mayor has introduced in London;

- build on the progress we have already made to introduce dual fuel cars (using LPG and unleaded petrol, and unleaded petrol and electric motors) and trial the use of bio ethanol fuels for the next generation of our fleet cars;
- continue to work closely with all our suppliers to make sure that they are supporting achievement of our environmental objectives;
- implement our travel plan following a comprehensive staff travel survey. The objectives of this plan will include encouraging the use of walking and cycling where practicable;
- continue to increase the amount of waste which is re-cycled.

#### Working in partnership

276. We need to work with a wide range of partners if we are to succeed in reducing the risks of fires breaking out, and ensure that when fires, or other emergencies, occur people can escape unharmed. These partners will include the borough councils, other emergency services, health trusts, social housing landlords, schools and colleges and other agencies that can help us to reach those people most at risk.

277. Developing and sustaining partnerships requires a range of skills which have not traditionally been central to fire service activity. We need to build on the work already done by some of our staff and make sure that these core skills are developed across a wider group of staff.

278. However, we also recognise that we are likely to increase our impact and effectiveness if we maximise our engagement with some of the major strategic bodies operating in London. We have already made a start, by beginning to develop better and more focused links with the Housing Corporation, in its current good practice and regulatory role. The

- Corporation also has a role in relation to the intended expansion in the Thames Gateway and so this topic is one which we will be discussing with it, alongside other agencies which have major development responsibilities in London.
279. The Audit Commission has announced its intention to change the focus of its external assessment and move from the current regime of comprehensive performance assessments, supported by assessments of authorities' direction of travel and capability to improve their services, to one based on Comprehensive Area Assessments. This new regime would assess the combined impact of various public agencies (such as the local authority/ies and the fire & rescue authority) on improving services and quality of life to the residents of a particular area. This increased focus on how authorities work together to improve residents' quality of life will underline the future importance of partnership working.
280. As one of the functional bodies of the Greater London Authority joint working with the Mayor and the other functional bodies is important for us. Not only does such co-operation help us to achieve our own objectives, but we have an important role to play in making sure that the Mayor's priorities and strategies are implemented effectively, and in a co-ordinated way. We are also working closely with the GLA Group to explore the potential benefits from improved cooperation and joint working in the provision of some of our support services.
281. In line with previous commitments, we will consider further the introduction of co-responding whereby fire engines as well as ambulances would be mobilised to reported cases of cardiac arrest at which we would seek to stabilise the patient until the LAS arrived and were able to provide paramedic treatment and, where necessary, transport to hospital.
282. Partnerships with the private sector can also help us to improve services and efficiency. We have already put in place innovative arrangements with the private sector to supply, manage, maintain and dispose of both personal protective equipment used by our firefighters and our entire vehicle fleet, including our fire engines, and operational equipment. These contracts are working well and have delivered significant improvements in safety, service quality and efficiency.
283. We have also been successful in securing PFI credits for a major programme to replace 10 fire stations and will work closely with the private sector in developing schemes which deliver cost effective improvements in our buildings.
284. We will :
- work closely with the London boroughs and other partners (for example through Local Area Agreements, Crime and Disorder Partnerships and the proposed Comprehensive Area Assessments) in order to raise the profile of fire safety issues and to agree and implement joint strategies to promote improved community safety;
  - play our role as part of these partnerships in promoting social cohesion and challenging anti-social behaviour;
  - work with the London Boroughs and other partners to improve controls over the sale and misuse of fireworks;
  - work to make sure that Borough Commanders can reflect local priorities in their plans, within an overall approach making sure that London-wide priorities and issues can be pursued;
  - improve our partnerships with agencies at national and regional levels in order to address community fire safety issues;
  - play an active role in the development and implementation of the Mayor of London's strategies;



- co-operate with the GLA and the other functional bodies to explore the potential benefits from improved cooperation and joint working;
- consider further the introduction of co-responding whereby fire engines as well as ambulances would be mobilised to reported cases of cardiac arrest;
- maintain and develop effective partnerships with the private sector where this can help us to deliver better services and/or secure improved value for money.

#### Equalities and diversity

285. We are committed to developing a workforce which reflects the diverse communities we serve. This will not only help us to provide more responsive services, but will also help to build confidence in each part of the community that we understand their particular needs and aspirations. In particular we will continue to encourage applications to become firefighters from women and from members of the Asian communities. We are looking for the outcome of the current review of discrimination law to support us in attracting and selecting more diverse members of staff.
286. We review and roll forward our Equalities Action Plan each year (which includes our Race Equality Scheme), and have recently developed a Combined Equality Scheme which covers issues concerning race and gender equality as well as the other equality strands of disability, faith, age and sexuality. This sets out in more detail our proposals for promoting equality and celebrating diversity. It covers both how we provide services to the diverse communities in London as well as in our role as an employer in developing a more diverse workforce. If you are interested in the detail of this Plan it is available on our website at [www.london-fire.gov.uk](http://www.london-fire.gov.uk).
287. We continue to assess the impact of the services we provide on different parts of the community; looking in particular at the impact of proposed changes (such as those set out in this Plan) on different groups within the community.
288. We ensure through our procurement strategy that contractors are sensitive to the needs and aspirations of London's diverse communities and we promote equality of opportunity to all our contractors as well as seeking evidence of their own commitment.
289. We will also encourage businesses from across London's diverse communities to apply for contracts with the Authority and make sure that the way in which we structure and let these contracts places no unnecessary obstructions in the way of such applications.
290. We agree each year a programme of community events which the Authority will support and attend. This programme will be designed to help us achieve our overall equalities objectives and will be developed in consultation with different parts of the community, and with different groups among our own staff.
291. We will :
- continue to give a high priority to ensuring that we provide our services in a way which is responsive to the differing needs and expectations of all of London's diverse communities. Equality impact assessments will form an important part of this work. We will address not only sex equality and the needs of different ethnic communities, but also issues concerned with disability, religion and belief, sexual orientation and age;
  - build on the good progress we have already made to develop a diverse workforce which reflects, at all levels, the communities we serve;
  - challenge and eradicate any form of bullying or harassment;

- strive to achieve Level 5 of the Local Government Equality Standard (the top level);
- continue to work with the rest of the British fire and rescue service to benchmark standards and ensure that national policies and practices do not discriminate directly or indirectly.

292. This plan has been assessed to determine its impact on the six diversity strands and areas of adverse and positive impact highlighted.

## Appendix 1: About London

293. London is the capital city and the centre of national government. The City of London is one of the leading financial centres in the world and central London contains a concentration of major commercial, retail, entertainment and cultural facilities as well as tourist attractions and major heritage sites. For these reasons, London has also become one of the small number of locations in the world which present unique challenges in protecting those who live and work in, or visit, the capital.
294. London is one of the most culturally diverse cities in the world and the largest city in Europe.
295. London is constantly changing with population growth, economic growth, environmental issues, lifestyle changes and technological change:-
- London has a population of 7.4m,;
  - 29% of Londoners are from minority ethnic groups, with some 300 different languages spoken in total;
  - 33% of Fortune Global 500 companies have their European headquarters in London;
  - there are over 40,000 shops, with over 3,000 located in central London;
  - there were 26.6 million visitors to London in 2006, and this is expected to rise to 27.7 million in 2007;
  - over 720,000 people commute into work in London from outside the Greater London area.
296. London has some of the highest rates of poverty in the UK. This level of poverty and deprivation in London is significant because of the well established link with increased risk from fire.
297. Millions of people travel into and around London each day for work, shopping and leisure. London is home to the largest and most complex transport infrastructure in the UK with nine major rail interchange stations, the London Underground network and other rail services have 112 sub-surface stations, as well as a tram network and an elevated light railway system. London also has five airports.
298. There is a range of new risks facing London, as well as the traditional risks associated with a large, busy, metropolitan area.
- London faces an increasing risk from terrorism as was shown in July 2005;
  - the impact of climate change on daily life is becoming increasingly apparent, as reflected in the major floods in England last summer;
  - London's population continues to grow giving rise both to many major new developments across the city (such as Thames Gateway and Terminal 5 at Heathrow airport) and to increased pressure on much of the existing infrastructure (reflected in a series of major new transport initiatives such as Crossrail, East London line extension, DLR extension, and the Channel Tunnel link);
  - London is preparing to host the Olympics and Paralympics games in 2012 – and there is much to do both to prepare the necessary facilities and to plan for the events themselves with tens of thousands of athletes and visitors coming to London to enjoy the games.

## Appendix 2: London's Fire & Rescue Service - Governance

299. The London Fire & Emergency Planning Authority (LFEPA) exists to make London a safer city. We provide services across the whole of the Greater London area and run the largest fire and rescue service in the country.
  300. We also play a major role in national developments in the UK fire and rescue service. This is achieved through close working with the government, the Local Government Association, the Chief Fire Officers Association and through contacts with a range of bodies such as the Audit Commission and the fire industry.
  301. Our Initial Performance Assessment by the Audit Commission in 2004 rated us as a good Authority, with clear ambition to make London a safer city. This judgement was confirmed when the Commission carried out a Comprehensive Performance Assessment of all fire and rescue authorities in 2005.
  302. Last year a team from Communities and Local Government (CLG) carried out an Operational Assessment of Service Delivery. This concluded that we were **performing strongly** in each of the five areas at which they looked, making us among the best performing fire & rescue authorities in the country.
  303. This year the Audit Commission's service assessment for 2007 concluded that we were **performing strongly**.
- Our services*
304. We employ over 7,000 staff, of which almost 6,000 are operational firefighters. As our most valuable resource, our firefighters' safety is a high priority. To minimise the dangers they face we have made substantial investment in their training, equipment and working methods ensuring every incident we attend is managed safely and effectively.
  305. We are a 24 hour emergency service operating from 112 fire stations (including one river station on the Thames). We have 168 fire engines and over 70 other specialist operational vehicles, including those additional vehicles which we have provided in order to radically enhance our capacity to respond to the new risks facing London.
  306. We work closely with the other emergency services, and with neighbouring fire and rescue services, to ensure that we provide an effective and co-ordinated response to the public at major incidents and are a key part of the national arrangements to provide mutual assistance anywhere in the country in the event of a major disaster.
  307. In 2006/07 we received over 265,000 calls for assistance (999 calls) and attended over 155,000 emergencies (often we receive more than one call to a particular incident). Of these, over 16,000 were serious fires including 6,355 accidental fires in the home. Over 9% of the fires in the country happen in London, and nearly 20% of the false alarm calls are made in London.
  308. However, we don't just attend emergencies, our aim is to stop fires happening in the first place and our prevention activities fall into two broad categories: fire safety law and community safety.
  309. We have a statutory responsibility to enforce fire safety laws across London, focussing our efforts on those buildings where people work, shop and play promoting a greater awareness of risks from fire as well as sharing best practice in assessment and prevention.
  310. To address the danger of fire and injuries from fire in the home, we have developed an increasingly active programme of community safety and education initiatives. We continue to develop close partnerships with the

London boroughs and a range of other agencies in the public, private and voluntary sectors where working together can help us all to improve everyone's safety.

- 311. It is our belief that the fire and rescue service has an important role to play in improving the quality of life in London. We recognise that the needs of Londoners and the risks they face vary between boroughs. To address this, we have structured our organisation to reflect the local authority borough boundaries. A borough commander manages our service delivery in each of the 32 London Boroughs and the City of London.
- 312. This structure enables closer links with the local community, allowing active participation in programmes to tackle crime and disorder, social exclusion and economic regeneration. We have also developed a range of partnerships with agencies which have achieved local benefits.
- 313. We are committed to developing our services in a way which is sensitive to the needs and aspirations of London's diverse communities. To be able to engage locally, we must

develop and maintain a workforce which represents the people we serve.

#### *What we spend*

- 314. In 2007/08 our revenue budget is £391.5m, plus a £47.7m gross capital programme. The Authority also chose to use £22.7m from reserves to support additional expenditure. This budget includes over £16m reductions from efficiency savings and some £28m to improve our resilience in responding to major incidents including acts of terrorism or other catastrophic events.
- 315. We strongly believe that this additional investment is needed as a direct result of London's status as the UK capital, and that therefore these costs should be borne by national government (as are many of the costs incurred by the Metropolitan Police Service in fighting terrorism).
- 316. Allowing for government grant and business rate income, our 2007/08 budget represents a notional precept on council taxpayers (Band D) across London of £47.12 a year (or 91 pence a week); a 3.3% increase on the previous year.

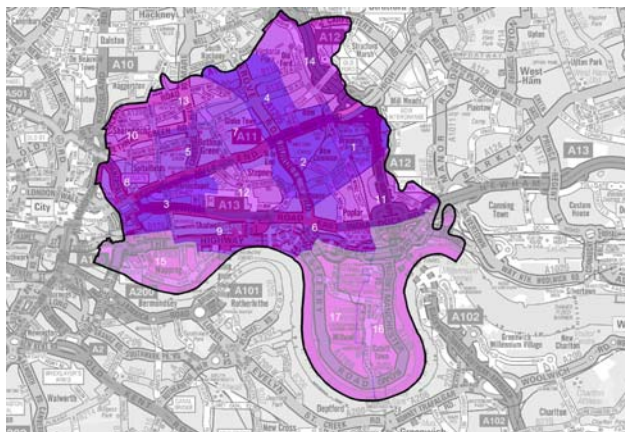
## Appendix 3 : Our approach to identifying risk

317. Previous London Safety Plans have analysed the risks presented by a variety of different types of incident (such as house fires, car fires, malicious false alarms, road traffic collisions etc) by looking at historical data.
318. We have now developed a new tool – the Integrated Risk Analysis Toolkit (known as iRAT) – in order to further our understanding of where incidents are likely to happen across London. This moves from a tool based on historic patterns to a predictive one which identifies the risks posed by each of seventeen incident types for every ward in London.
319. This toolkit uses statistical modelling techniques to incorporate a wide variety of historic incident, demographic and geographic data into our analysis, and looks at how the social and structural make-up of an area relates to the number of each of type of incident we attend.
320. We also include data about where we have performed fire prevention work, such as home fire safety visits, so that their impact (where measurable) is included in our analysis.
321. iRAT's predictive modelling is a significant step forward from our previous understanding of incident risk, which was based on analysing the trends and patterns in historic incident data and simple correlation analysis. iRAT is able to relate many factors with a single incident type which improves our ability to predict the frequency of these events for each area. The degree of improvement varies between different incident types, but taking accidental fires in the home as an example, we are able to accurately predict 20 per cent more of the incidents we are called to than before.
322. iRAT has been designed primarily as a tool for service delivery managers at strategic, borough and station level to help them perform geographically-directed community safety work in the future. The aim is to deliver more focussed and targeted incident prevention campaigns and actions.
323. The results of iRAT analyses are available to all staff for when they plan work designed to reduce risks to the public, and can be viewed at London, borough and ward levels. The tool is used to provide a series of maps for each borough that show, for each of the seventeen incident types, which wards should be a priority for community safety work. Each ward is ranked both London-wide, and by borough, to assist managers in balancing Brigade-wide aims with local needs.
324. We are also developing ways of identifying even smaller areas which are at risk, such as a street or a particular building. We are currently able to do this for fires in the home, where we use a product which categorises every domestic postcode in London (typically 15 households). This aids our staff in targeting their prevention work, and also in choosing the type of preventative work which is most likely to have a positive impact in terms of getting our message across to the people who need to hear it.
325. Risk analysis is essentially about looking at (a) the *likelihood* of a particular event happening and (b) the *consequences* if and when it does happen. The current version of iRAT deals with likelihood, that is it makes predictions about how many incidents of a particular type we will attend. The other aspect of risk that needs to be considered is consequence. This can be measured in terms of the numbers of casualties or fatalities at an incident, the amount of property damage, the cost of disruption to business and also the amount of Brigade time and resources which were expended. Put together, this work will deepen our understanding of how people are likely to be affected by incidents and so further improve our community safety messages.

## How iRAT works in practice

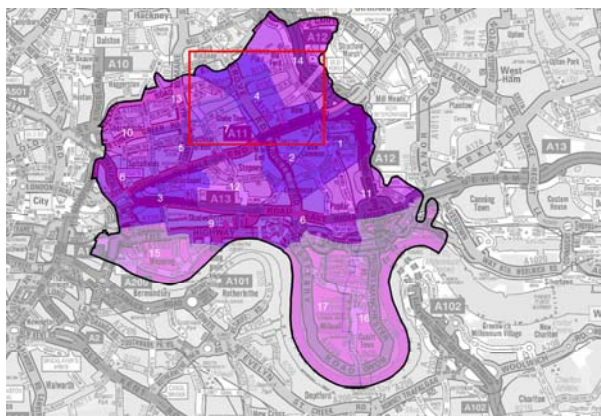
326. The following example shows how iRAT can be used in practice to improve our targeting of community safety work. This shows accidental dwelling fires in LB Tower Hamlets.
327. Map 1 shows the predicted likelihood of these fires in Tower Hamlets ; the darker colours are those predicted to have higher rates of accidental fires in the home (per 1,000 households).

Map 1



328. This shows that ward 4 (Bow West) is one of those with a higher risk of fires in the home.

Map 2



329. iRAT allows us to look more closely at that ward to help identify where our prevention work could be targeted.

Map 3



330. We can then look more closely at particular areas in that ward (for example some streets where there have been few home fire safety checks carried out) to see whether that is an area where we could usefully focus future visits.

Map 4



331. By zooming in on that area we can look at information about the type of people living in each postcode in the area, and focus on those groups who we know to be most at risk from fire.
332. Recent analysis suggests that some elderly people living on low incomes (coded brown) and some families with low income largely living on benefits (coded pink) are those most at risk from accidental fires in the home. This is a more discerning approach than we have had before, which would typically say that all elderly people were at risk.



Map 5



333. This tool is now being used across London to identify those boroughs in which it would be most effective to target particular types of community work, and to support Borough Commanders and their teams in drilling down within their borough to identify – down to street level – the best places for them to focus their preventative work.

## **Appendix 4 : Types of incident to which we may travel at normal traffic speeds**

Set out below is a list of those types of incidents to which we would not automatically respond as if they were emergencies. Risk assessments would be carried out in relation to each type of incident and a judgement would be made when we were asked to provide assistance as to the type of response to be sent. As we are no longer seeking to reach all these incidents as quickly as possible we also propose to exclude them from the measurement of our performance against our attendance standards.

People shut in lifts

People locked in or out of premises

Vehicles leaking fuel

Making roadways safe following spillages of hazardous material

Animal rescue

Flooding caused by a burst water main or defective hydrant

Assisting police to gain entry

## Appendix 5 : London Safety Plan : Draft Action Plan for 2008/09

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<b>Headline targets</b> We will continue to take action to achieve our headline targets for the five years ending in March 2010 : which aim to :- <ul style="list-style-type: none"> <li>• reduce accidental fires in the home by 5%;</li> <li>• reduce the number accidental fire-related deaths in the home by 20%</li> <li>• reduce deliberate fires by 10%;</li> <li>• reduce hoax calls attended by 5%;</li> <li>• maintain current time it will take on average for the first fire engine to arrive at an incident (while reviewing how we might improve on that);</li> <li>• improve the time that it takes a second fire engine to attend incidents across London.</li> </ul>	6,267 30  15,792 3,159	5,984 29  15,673 3,028	5,882 28  15,589 3,025	Existing resources in place
<b>A) Prevention : Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.</b>				
<b>A1) Community engagement</b> A1.1 : We will develop and expand our programme of community engagement to make sure that people living and working in London can help to shape our future services;			Deliver effective programme of community engagement	Existing resources in place
A1.2 : We will develop and improve our arrangements for feedback from those who use our services about how well they think we performed.			Receive and consider feedback from service users about our performance	Existing resources in place
A1.3 : We will develop and improve our arrangements for providing support and advice to people in the aftermath of a fire or other emergency.			Implement improvements in the support and advice we provide after an incident	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
A1.4: We will pursue opportunities to make our fire stations and facilities more welcoming and accessible to local communities who wish to engage with us on community safety issues.			Include proposals in our new fire station brief	Asset management plan will set out our future programme for capital investment in property
A1.5 : We will explore with partners as part of our programme for providing new fire stations the possibility of providing one or two community safety centres across London which would meet a range of local community needs, including housing some fire engines and their crews.			Include proposals in our asset management plan	Asset management plan will set out our future programme for capital investment in property.
<u>A2) Community Safety</u> A2.1 : We will review and update our community safety strategy.			Approve revised strategy	Existing resources in place
A2.2 : We will use our better understanding of who is more at risk from fires in the home to target our future work more effectively.			Ensure that all Borough Commanders make effective use of the Incident Risk Analysis Toolkit	Existing resources in place
A2.2 : We will implement the improvements recommended in our current fundamental performance review of community safety so that we target our resources on those areas and those parts of the community which research indicates are at greatest risk.			Implement agreed Action Plan.  Ensure new structure for area support to Borough Commanders provides appropriate support for community safety work	£1.1m provided in draft budget to implement the recommendations arising from the review  New structures to be funded from existing resources while delivering overall net savings of £516,000 a year from the fundamental review

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<u>A3) Reducing accidental fires in the home</u> A3.1 : We will continue our programme of home fire safety visits, by our own firefighters, by other staff of ours, and by our partners; fitting free smoke alarms where necessary.	36,617 by LFEPA staff 9,706 carried out by partners	40,250 by LFEPA staff 67,750 carried out by partners	40,250 by LFEPA staff	£1.1m provided in draft budget to replace activities previously funded from CLG grant, including the team of home fire safety visit practitioners (£143,000).
A3.2 : We will consider the most efficient and effective ways of pursuing continued funding in 2008/09 and beyond for the community safety and home fire safety visit practitioners teams within the finance available			New arrangements in place by April 2008	£1.1m provided in draft budget to replace activities previously funded from CLG grant, including the team of home fire safety visit practitioners (£143,000) and community action team (£736,800).
A3.3 : We will work with the London Boroughs and social housing landlords to make sure that all social housing is fitted with smoke alarms, and that sprinkler systems are fitted in the homes of those most vulnerable.			Agreements in place in all boroughs which maintain their own social housing  Contact made with all social housing landlords	To be achieved through working in partnership
<u>A4) Fire safer cigarettes</u> A4 : We will pursue the campaign in this country and the EU for the introduction fire safer cigarettes, which we will believe would significantly reduce the number of accidental fires in the home and the deaths and injuries they cause.			Maintain public affairs campaign	Existing staff resources in place but additional £25,000 included in the draft budget to support public affairs work

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<u>A5) Working with young people and older people</u> A5.1: We will continue to implement our strategy for working with young people in order to increase their awareness of the risks from fire and to help keep them, and their families, safer in the event that a fire should break out.			Implement agreed strategy	Existing resources in place  £40,000 included in draft budget for a safeguarding children database
A5.2 : We will continue our work with younger people to promote social cohesion and challenging anti-social behaviour.			Implement agreed strategy	Existing resources in place
A5.3 : We will develop further the work of our schools team.			Develop work of the team to support delivery of the strategy for working with young people	£141,000 included in the draft budget for development of the schools team (£178,000 in subsequent years).
A5.4 : We will continue to implement our strategy for working with older people.			Implement agreed strategy	Existing resources in place
<u>A6) Reducing non-accidental fires</u> A6.1 : We will continue our work to reduce both arson and malicious false alarms in order to drive down the number of these incidents we attend still further.	15,792 deliberate fires 3,159 malicious false alarms attended	15,673 deliberate fires 3,028 malicious false alarms attended	15,404 deliberate fires 3,025 malicious false alarms attended	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
A6.2 : We will consider how we can take forward the work which has been carried out by the Arson Reduction Team within the finance available.			Reduce number of deliberate fires (see A6.1 above)	£1.1m provided in the draft budget to implement the recommendations of the review of community safety, including continuing the work of the Arson Task Force (included in the Community Action Team - £736,800) and providing additional analyst support (£82,600).
<u>A7) Other risks</u> A7.1 : We will respond positively to requests to support initiatives developed by TfL and the London Boroughs where we are able to do so, but not take the lead in developing and implementing further local initiatives to prevent road traffic accidents.			Consider carefully all request to support road safety initiatives	To be supported from within existing resources
<b>B) Protection : Influencing and regulating the built environment to protect people, property and the environment from harm</b>				
<u>B1) Enforcing fire safety</u> B1.1 : We will complete our review the operation of the new regulatory regime, and our approach to its enforcement and consider whether our resources can be used more effectively to deal with the increased number of premises covered by the new regime.			Complete review	Resource implications to be considered as part of the review
B1.2 : We will bring forward proposals, if necessary in the light of our practical experience, to change how we ensure that the public are adequately protected from the risk of fire in those buildings subject to regulation.			Implement any agreed changes arising from the review	Resource implications to be considered as part of the review



Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
B1.3 : We will continue to take urgent enforcement action whenever we have reason to believe that public safety is at risk.	71.4% alleged fire risks responded to within 3 hours	90% alleged fire risks responded to within 3 hours	95% alleged fire risks responded to within 3 hours	Existing resources in place
<u>B2) Making buildings safer</u> B2.1 : We will continue to urge building owners and developers to install sprinkler systems where the risks justify it.			Continue campaign	Existing resources in place
B2.2 : We will work with schools, colleges and education authorities to ensure that the clear benefits of sprinkler systems are considered fully and campaign for all new or refurbished schools to be fitted with sprinkler systems.			Maintain public affairs campaign	Existing staff resources in place but additional £25,000 included in the draft budget to support public affairs work
B2.3 : We will continue to seek to influence national and European standards to ensure that they reflect modern fire safety requirements.			Deliver an effective campaign on this issue as part of our public affairs work	Existing staff resources in place but additional £25,000 included in the draft budget to support public affairs work
<u>B3) Major new developments</u> B3 : We will work with partners to seek to ensure that appropriate fire safety measures are designed and built in to major new developments in London (such as those in Thames Gateway, the Olympics village and new transport infrastructure).			Secure appropriate in-built fire safety measures in these developments	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<u>B4) Acetylene cylinders</u> B4 : We will continue to work with our partners locally and nationally (including local authorities, Network Rail, Transport for London, the Health & Safety Executive and the British Compressed Gases Association) to (a) improve education and understanding by users of acetylene to ensure it is only used when no suitable safer alternatives exist and, when its use is essential, to ensure its safe storage and use in order to reduce the likelihood of incidents occurring; and (b) promote further scientific research to enhance our understanding about acetylene cylinders and identify any further opportunities to improve our safe systems of work and reduce the disruption caused by incidents involving these cylinders.			Deliver an effective campaign on this issue as part of our public affairs work	Existing staff resources in place but additional £25,000 included in the draft budget to support public affairs work
<u>B5) Houses in multiple occupation (HMOs)</u> B5.1 : We will respond to statutory consultations from the boroughs before they serve notices under the Housing Act.			<b>Respond to all statutory consultations</b>	Existing resources in place
B5.2 : We will carry out joint inspections of these premises where appropriate, following requests from the boroughs.			Carry out joint inspections where appropriate	Existing resources in place
B5.3 : We will continue efforts to identify previously unknown premises in multiple occupation.			<b>Increase number of HMOs of which we are aware</b>	Existing resources in place
B5.4 : We will support the national inter-agency protocol on houses in multiple occupation which establishes joint working arrangements between local housing authorities and us to reduce the risk from fire in houses in multiple occupation and similar shared housing.			Implement agreed protocol	Existing resources in place
<u>B6) Automatic fire alarms</u> B6 : We will continue to implement across London our policies for reducing the number of false alarms generated by automatic fire detection systems in non-domestic premises, targeting first those premises generating the most false alarms.	32,715	30,168	29,261	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<b>C) Response : Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them</b>				
<u>C1) Arrangements for emergency response</u> C1.1 : We will make no changes in 2008/09 in the number and location of our fire stations and fire engines.	168 fire engines at 111 fire stations	168 fire engines at 111 fire stations	168 fire engines at 111 fire stations	Existing resources in place
C1.2 : We will proceed with the design and building works for a new fire station in Havering.		Complete site purchase	Design fit out of new station and start construction on site	Provision for expenditure included in 2008/09 capital programme
<u>C2) Emergencies and other incidents</u> C2.1 : We will continue to respond to all reported fires as emergencies, as well as other incidents where there is real risk to the public (such as road traffic collisions, chemical spillages, unstable or collapsed buildings etc).			Maintain current position	Existing resources in place
C2.2 : For those calls which seem not to be urgent, we will ask questions when people call us so that we can provide the appropriate response and travel to those incidents which present no significant risk to the public at normal traffic speeds.			Introduce new arrangements	Existing resources in place
<u>C3) Attendance standards</u> C3.1 : We propose that our new attendance standards should exclude those incidents presenting no significant risk of harm to the public and to which we no longer respond as if they were emergencies;			See C3.2 below	
C3.2 : We propose to set a new standard that the average time it will take for the first fire engine to arrive at emergencies across London should not exceed 6 minutes, and that the average time it will take for the second fire engine to arrive (where one is needed) will not exceed 8 minutes;			Average response for 1 <sup>st</sup> appliance : 6 minutes Average response time for 2 <sup>nd</sup> appliance : 8 minutes	Existing resources in place
C3.3 : We propose that the longest time you should normally have to wait for a fire engine to arrive will be 12 minutes.			12 minutes	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
C3.4 : We will look carefully at any action we can take to maintain or improve our attendance times even though average traffic speeds across London are getting slower.			Identify and implement action to maintain or improve attendance times	Existing resources in place
<u>C4) Impact of new developments on emergency cover</u> C4.1 : We will assess the risks associated with major new housing developments such as in the Thames Gateway and whether we will be able to meet our service standards in those areas.			Review situation concerning major new developments as the plans are finalised	Existing resources in place
C4.2 : If there are any concerns about our ability to provide appropriate emergency cover to such new developments we will reflect this in our future service strategy.			Review situation concerning major new developments as the plans are finalised	Resource implications of any proposed change in our arrangements to be assessed as appropriate
<u>C5) New risks facing London</u> C5.1 : We will continue to implement measures to deal with the new risks facing London.			Provide additional detection, identification and monitoring vehicle for our response to chemical, biological, radiological and nuclear incidents	£156,000 included in the draft budget for 2008/09
C5.2 : We will continue to train our staff to ensure that our ability to deal with threats such as the London bombings in July 2005 is not only maintained but continues to improve.			Deliver agreed training programme	Existing resources in place, but we will continue to press the Government to meet the full additional costs of necessary investment to improve resilience
C5.3 : We will continue to play an active role in the national arrangements for mutual support between fire & rescue authorities, particular in dealing with major emergencies.			Plan for and provide mutual assistance as necessary	Existing resources in place
<u>C6) Emergency Planning</u> C6.1 : We will continue to meet our responsibilities under the Civil Contingencies Act 2004.			Meet statutory requirements	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
C6.2 : We will develop alternative plans to maintain some emergency cover in the event of a firefighters' strike; though we will do all we can to avoid such a strike ever taking place.			Contingency plans in place	Some resources in place – but to be kept under review as plans develop.
<u>C7) 2012 Olympics</u> C7.1 : We will work with the Mayor and the Olympics Delivery Authority to identify and put in place the arrangements needed to provide effective emergency cover during the Olympic and Paralympic Games in 2012 and to provide improvements in community safety as part of the legacy from the Games.			Progress towards successful Games in 2012	Associated financial arrangements to be discussed as part of these negotiations
C7.2 : We will seek additional financial support to meet the additional costs associated with this work.			Secure funding to support essential planning work	Provision included in the draft budget to enable work to proceed
<u>C8) Immediate emergency care</u> C8.1 : We will complete our programme of enhanced training for our firefighters in immediate emergency care including the introduction of defibrillators on all fire engines in London.			Continue delivery of four year programme	Existing resources in place
<u>C9) False alarms from automatic fire detection systems</u> C9.1 : We will continue efforts to reduce the drain on our resources caused by false alarms from automatic fire alarms in non-domestic premises, including publicising those premises to which we are repeatedly called out.	32,715 AFA false alarms in non-domestic buildings attended	30,168	29,261	Existing resources in place
C9.2 : Where this fails to reduce the number of false alarms we will consider as a last resort responding to these premises only after we have received confirmation of a suspected fire via a 999 call.			Consider on case by case basis	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<u>C10) Releasing people shut in lifts</u> C10.1 : We will continue to work with the owners of, or those responsible for, buildings to which fire crews are repeatedly called out when people become shut in lifts in order to improve the maintenance of those lifts and reduce both the disruption to local residents and their visitors and the avoidable drain on our resources.	14,884 incidents attended where service was rendered	14,366	13,969	Existing resources in place
C10.2 : We will publicise the names of those building owners or landlords to whose buildings we are repeatedly called out to release people shut in lifts, in order to encourage them to improve their lifts maintenance and reduce the number of breakdowns.			Consider on a case by case basis	Existing resources in place
C10.3 : We will introduce a call challenge system in our control to check whether attempts have been made to contact the lift maintenance company direct rather than calling out the Brigade			Introduce call challenge	Existing resources in place
C10.4 : We will consider charging the owners or landlords for our attendance when called out repeatedly to the same building complex or estate to release people shut in lifts.			Consider on a case by case basis	Existing resources in place
<u>C11) Answering calls for assistance</u> C11.1 : We will play a full part in the national Firelink project to install a new improved radio communications system, ensuring that it is rolled out within London in the project timescale for the national project (currently 2008 in London).			Implement FireLink in London	£265,400 included in draft budget for 2008/09
C11.2 : We will play a full part in the national FireControl project to provide regional control centres across the country, ensuring that the London regional centre is introduced and fully tested before the Olympic Games in 2012.			Continue to plan for implementation of FireControl in London	Resources in place to progress project during 2008/09, but longer term resource implications still to be confirmed as national project is rolled out

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
<u>C12) Four wheel drive appliance</u> C12.1 : We will review the benefits of a four wheel drive fire engine for use off road and in adverse weather conditions this vehicle in the light of practical experience and consider their possible wider use of off road vehicles in the future			Introduce vehicle to be based at Biggin Hill and carry out review in later years	£30,000 included in draft budget for 2008/09
<u>C13) Replacement of essential protective equipment for our firefighters</u> C13.1 : We will replace the protective clothing worn by our firefighters no later than March 2010.			Progress project to ensure that equipment will be available no later than March 2010	Provision included in draft budget
C13.2 : replace the breathing apparatus used by our firefighters no later than December 2010.			Progress project to ensure that equipment will be available no later December 2010	Provision included in draft budget
<b>D) Resources : Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money</b>				
<u>D1) Value for money</u> D1.1 : We will continue our programme to deliver cost savings and efficiency improvements, delivering at least £6.7m savings in 2008/09.	£8.3m savings	£16m savings	£7.6m savings	£7.6m savings included in the draft budget.  Fixed contract post established for two years to pursue external funding for Authority projects. (£54,000 in 2008/09).
D1.2 : We will continue to reduce both <ul style="list-style-type: none"> <li>staff sickness absence and</li> <li>the number of retirements due to ill-health (firefighters).</li> </ul>	4.4% 0.35%	4.31% 0.42%	4.22% 0.42%	Existing resources in place – but success in reducing these levels produces efficiency gains



Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
D1.3 : We will carry out a programme of fundamental performance reviews to ensure that we provide best value and to identify ways of improving service delivery and/or efficiency.		Complete 2 reviews	Complete 2 reviews	Existing resources in place
D1.4 : We will continue to review the scope for increasing income generation.			Additional £430,000	Draft budget submission includes additional £430k (£300k from MFB Act income, £20k from commercial rents, £90k net from fire safety training, £20k from telecoms)
<u>D2) Business continuity</u> D2.1 : We will continue to develop and review our plans to deal with any event which may disrupt our ability to provide services to the public.			Contingency plans in place	Some resources in place – but to be kept under review as plans develop.
D2.2 : We will carry out regular tests of those plans, updating them in the light of any lessons learned as a result.			Complete test	Existing resources in place
D2.3 : We will continue to work with the GLA and other key agencies to ensure that there is a coordinated and effective multi agency response in the event of a major emergency affecting London.			Maintain and improve joint working	Existing resources in place
<u>D3) Making the best use of our firefighters</u> D3.1 : We will maintain and develop the use of the strategic resource, which will help support our plans to provide station based crews with the time needed to carry out essential training and community fire safety work without interruption (other than in exceptional circumstances) while still maintaining acceptable levels of emergency cover.			Maintain and develop use of strategic resource	Existing resources in place but better use of strategic resource will deliver improved productivity.
D3.2 : We will improve how the strategic resource is planned and used, and seek to minimise the number of stand-by moves needed by considering the use of all day stand bys where appropriate.			Reduce number of stand by moves	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
D3.3 We will consider whether we can improve efficiency and service quality by designing groups of stations which reflect the different levels of incident demand and the different combinations of appliances and specialist skills needed by crews, and using these groups to allocate tasks and priorities more flexibly (for example, firefighters stationed in one borough might perform community safety activities in another).			Agree and implement improvements	Existing resources in place
D3.4 : We will continue to develop tools which can support our station based staff in the effective planning and management of their work.			Develop and implement improved tools	Existing resources in place
D3.5 : We will continue to discuss with our staff how we might change how they manage their time at work and the times when they start and finish work.			Complete negotiations and implement any agreed changes	Existing resources in place but proposed changes are designed to improve productivity
D4) Improving our organisation 4.1 : We will deliver efficiency savings of over £700,000 in 2008/09 from improvements in our organisational structures and arrangements.			Deliver £700,000 savings	Reduction reflected in draft budget
D4.2 : We will set up four teams to provide essential support to the Borough Commanders and their teams, securing both higher quality of support and delivering economies of scale.			New teams to be effective from April 2007	See D4.1 above



Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
E2 : We will provide the initial and continuation training necessary to secure the safe introduction and operation of the additional appliances and equipment provided to improve our resilience to respond to major or catastrophic incidents.			Deliver planned training programme associated with introduction of new vehicles and equipment	Existing resources in place
E3 : We will secure safe systems of working at all times, reducing the number of accidents, including those causing staff to take time of work.	14,399 working days lost	12,959 working days lost	11,663 working days lost due to work related injuries	Existing resources in place
[RIDDOR are the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations]	224 incidents	202 incidents	182 injuries, illnesses and dangerous occurrences recorded under RIDDOR	
E4 : We will continue to implement and expand our programmes to help our staff balance their work and their life, to reduce stress, to increase opportunities for part time working, and encourage them to adopt more healthy lifestyles.			Let new contract for providing occupational health services	Resources in place but the draft budget includes an additional £166.000 to support a new occupational health contract and funded treatment and a further £50,000 for action to promote staff well being.
E5 : We will continue to develop personal development systems for our operational staff.			Continue implementation of IPDS	Existing resources in place
E6 : We will continue with our targeted development programme and review whether it should be extended.			Maintain programme	Existing resources in place
E7 : We will continue with our firefighter graduate entry programme.			Maintain programme	Existing resources in place
E8 : We will maintain our new staff performance review and development system and extend it to cover all staff.			Extend the scheme to Control staff	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
E9 : We will improve engagement with all staff so that they understand what the Authority expects from them and have the opportunity to shape how we go about achieving our overall aim of making London a safer city.			Improved consultation and staff engagement	Existing resources in place
<b>F) Principles : Operating in accordance with our values, and ensure that safety, sustainability, partnership and diversity run through all our activities</b>				
<u>F1) Safety</u> F1.1 : We will ensure that safety remains at the core of our work, and that safe systems of work are deployed at all times.			Safe systems of work in place	Existing resources in place
F1.2 : We will continue to make substantial investment, in both staff time and money, in the training and development of all our staff in the full range of skills they need to perform their roles.			Continue extensive programme for the training and development of staff	Existing resources in place
F1.3 : We will focus on ensuring that all firefighters develop and maintain the core operational skills they need.			Deliver the programme for the Development and Maintenance of Operational Professionalism programme (DaMOP)	£46,800 in budget submission to Mayor for command simulation.
<u>F2) Environmental sustainability</u> F2.1 : We will continue to implement our environment policy, through application of the environmental management system (which is ISO 14001 compliant), to reduce the impact of all our activities on the environment.			Implement approved policy	Existing resources in place
F2.2 : We will address the flood risk facing London, and make sure that we are ready to respond to any major flooding incident which may occur;			Plans in place, supported by use of the six high volume pumps now located in London	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
F2.3 : We will continue to reduce our total energy use by at least two per cent a year, which will contribute to achieving, if not exceeding, the Mayor's target of a 20 per cent carbon dioxide emission reduction over the twenty years from 1990 to 2010 (we have already achieved a 12 per cent reduction on the 1990 baseline).			2% reduction like for like	Existing resources in place, including £4.4m to finance schemes to reduce energy consumption and introduce a range of sustainable energy sources
F2.4 : We will use the £4.4m set aside in a sustainability reserve to finance schemes to reduce energy consumption and introduce a range of sustainable energy technologies.			Implement schemes which reduce energy consumption and/or provide for sustainable energy	£4.4m in place to finance schemes to reduce energy consumption and introduce a range of sustainable energy sources
F2.5 : We will use this fund to carry out further schemes to install renewable energy sources in our buildings, through a multi-year programme to install wind turbines, micro combined heat and power systems, solar hot water systems and photovoltaic systems.			Implement schemes which reduce energy consumption and/or provide for sustainable energy	£4.4m in place to finance schemes to reduce energy consumption and introduce a range of sustainable energy sources
F2.6 : We will put in place arrangements with our vehicle and equipment provider to ensure that our fleet will comply with the full Euro III standard by 2008, in line with the requirements of the Low Emission Zone which the Mayor is introducing in London.			Meet Euro III standards and comply with LEZ requirements when introduced	Existing resources in place. Programme of investment to meet these requirements in place and nearly completed
F2.7 : We will build on the progress we have already made to introduce dual fuel cars (using LPG and unleaded petrol, and unleaded petrol and electric motors) and trial the use of bio ethanol fuels for the next generation of our fleet cars.			Increase use of dual fuel cars and bio ethanol fuels	Existing resources in place
F2.8 : We will continue to work closely with all our suppliers to make sure that they are supporting achievement of our environmental objectives.			Improve suppliers' performance in supporting sustainable development	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
F2.9 : We will implement our travel plan following a comprehensive staff travel survey. The objectives of this plan will include encouraging the use of walking and cycling where practicable.			Implement travel plan and review its impact	Existing resources in place
F2.10 : We will continue to increase the amount of waste which is recycled.			Increased use of recycling	New contract in place which will improve recycling
<u>F3) Working in partnership</u> F3.1 : We will work closely with the London boroughs and other partners (through Local Area Agreements, Crime and Disorder Partnerships and the proposed Comprehensive Area Assessments etc) in order to raise the profile of fire safety issues and to agree and implement joint strategies to promote improved community safety.			Inclusion of appropriate targets in LAAs and CDPs and greater success in accessing performance reward grants	Existing resources in place  Success in accessing performance reward grants will help to support this work
F3.2 : We will play our role as part of these partnerships in promoting social cohesion and challenging anti-social behaviour.			Ensure LFEPA contribution in tackling social exclusion and challenging anti-social behaviour is recognised in LAAs and CDPs	Existing resources in place
F3.3 : We will work with the London Boroughs and other partners to improve controls over the sale and misuse of fireworks.			Reduce numbers of fires and injuries, damage and distress they misuse can cause.	Existing resources in place
F3.4 : We will work to make sure that Borough Commanders can reflect local priorities in their plans, within an overall approach making sure that London-wide priorities and issues can be pursued.			Borough plans in place	Existing resources in place
F3.5 : We will improve our partnerships with agencies at national and regional levels in order to address community fire safety issues.			Success in influencing national and regional policies impacting on community safety in London	Existing resources in place

Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
F3.6 : We will play an active role in the development and implementation of the Mayor of London's strategies.			Demonstrate our part in delivering Mayoral strategies	Existing resources in place
F3.7 : We will co-operate with the GLA and the other functional bodies to explore the potential benefits from improved cooperation and joint working.			Implement agreed improvements	Existing resources in place - may be some potential for efficiency savings
F3.8 : We will consider further the introduction of co-responding whereby fire engines as well as ambulances would be mobilised to reported cases of cardiac arrest .			No further action in 2008/09	
F3.9 : We will maintain and develop effective partnerships with the private sector where this can help us to deliver better services and/or secure improved value for money.			Better working arrangements in place	Existing resources in place
F4) Equalities and diversity F4.1 : We will continue to give a high priority to ensuring that we provide our services in a way which is responsive to the differing needs and expectations of all of London's diverse communities. Equality impact assessments will form an important part of this work. We will address not only sex equality and the needs of different ethnic communities, but also issues concerned with disability, religion and belief, sexual orientation and age.			Carry out programme of equality impact assessments	Existing resources in place
F4.2 : We will build on the good progress we have already made to develop a diverse workforce which reflects, at all levels, the communities we serve.	9.7% of firefighters from black and minority ethnic communities  3.3% women firefighters	11% of firefighters from black and minority ethnic communities  3.75% women firefighters	12% of firefighters from black and minority ethnic communities  4.5% women firefighters	Existing resources in place



Action in 2008/09	Position in 2006/07	Target for 2007/08	Target for 2008/09	Resources
F4.3 : We will challenge and eradicate any form of bullying or harassment.			Continue to drive down bullying and harassment	Existing resources in place
F4.4 : We will strive to achieve Level 5 of the Local Government Equality Standard (the top level).			Achieve Level 5	Existing resources in place
F4.5 : We will continue to work with the rest of the British fire & rescue service to benchmark standards and ensure that national policies and practices do not discriminate directly or indirectly.			Improve national standards and framework where necessary	Existing resources in place

**Notes :** The targets for 2007/08 shown here were amended in June 2007, in the light of the final outturn figures for 2006/07, and so may differ from those published in last year's Action Plan. The targets for 2008/09 shown here will be reviewed by June 2008 to consider whether they need to be amended in the light of the final outturn for 2007/08.

## London Safety Plan 2008/2011

請轉至尾頁

Son sayfayı çevirin

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ਅੰਤਿਮ ਪੰਨਾ ਦੇਖੋ

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