



LONDON FIRE BRIGADE

Decision title

## LFB Transformation Delivery Plan

Recommendation by  
Assistant Director, Strategy and Risk

Decision Number  
LFC-0294x-D

Protective marking: **NOT PROTECTIVELY MARKED**  
Publication status: Published in full

### Summary

Report LFC-0294x presents for agreement a strategy and delivery plan, which has been developed and sets out the Commissioner's direction of travel and priorities for the London Fire Brigade.

### Decision

That the London Fire Commissioner agrees the report and the strategy and delivery plan as set out in Appendix 1 of report LFC-0294x.

Andy Roe  
London Fire Commissioner

Date 24<sup>th</sup> Feb 2020.

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LONDON FIRE BRIGADE

Report title

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## LFB Transformation: Delivery Plan

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Report to

Commissioner's Board  
London Fire Commissioner

Date

15 January 2020

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Report by

Assistant Director of Strategy and Risk

Report number

LFC-0294x

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### Summary

A strategy and delivery plan setting out the Commissioner's direction of travel and priorities for the London Fire Brigade has been developed and is presented for agreement.

### Recommended decision

That the London Fire Commissioner agrees the report and the strategy and delivery plan as set out in Appendix 1.

### Background

1. Last year, the Commissioner and Directors agreed to articulate a more focussed strategic direction for the Brigade.
2. This was partly a response to diagnostic work in leadership, development and talent processes commissioned by the Assistant Director of People Services, which recognised that further progress and integration of that work was heavily dependent on clarity of strategic vision and direction of travel. It was also in response to the LFC independent review report following the Grenfell Tower fire, in which the LFC identified various areas requiring change and improvement.
3. However, the work was given further significance in the light of concerns identified by Phase One of the Grenfell Tower Inquiry and also the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), both of which reported towards the end of 2019.
4. This work has continued at pace under the new Commissioner, who is working with his executive team to refocus, formulate and articulate their expectations for the organisation, providing a strong foundation for 2020 and beyond.

### Progress

5. A small and representative number of staff were involved in focus groups over the late summer/early autumn, which informed two strategy days with the executive team towards the end of 2019 and a further day in the New Year. Since then, all Heads of Service have contributed to the delivery plan which is now presented for agreement.

6. As at the time of production of this report, the outputs had been shared with a limited number of staff to date and there were plans to involve a wider group of staff over the subsequent weeks, including the representative bodies and the equality support groups as well as station based staff. Since then, in addition, the Plan has been distributed widely across the organisation, with a supporting presentation from the Commissioner available on hotwire. All staff have been asked to watch the video and to provide feedback to inform future development of the plan as well as the supporting communication and engagement plan.

### Strategic Framework

7. The framework adopted for the creation of the strategic plan is as follows:

<i>Why do we exist?</i>	<b>Trusted to serve and protect London</b>			
<i>Where do we want to get to?</i>	<b>"We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London."</b>			
<i>How do we get there?</i>	<b>Four Strategic Pillars</b>			
	<b>The best people, the best place to work</b>	<b>Seizing the future</b>	<b>Delivering excellence</b>	<b>Outward facing</b>
	Leadership	Becoming a learning organisation	Constantly improving effectiveness of our service	Become more central to our communities
	Culture and behaviours	Challenge and transform	Understand and communicate our risk information to better deliver our services	Increasing trust and confidence with all stakeholder groups
	Talent and learning	Innovate and improve	Improved execution	Leading excellence in the national service
<i>What helps to get us there?</i>	<b>Enablers</b>			
	<ol style="list-style-type: none"> <li>1. Diversity and Inclusion – We cannot provide a service unless diversity and inclusion is at the centre of all we do</li> <li>2. Our readiness and ability to successfully make change happen</li> <li>3. Behaviours: Compassion, Togetherness, Accountability</li> </ol>			
<i>How do we know we are getting there?</i>	<b>Performance metrics (in development for March 2020)</b>			

8. The executive have defined the purpose and vision for the Brigade and the strategic pillars that will support delivery of that vision. The actions needed to deliver each element of the strategy are set out in the appendix. Actions to address findings from both the Grenfell Tower Phase One Inquiry and HMICFRS have been taken into consideration and integrated into the Plan. It is expected that the strategy and plan will provide the foundation for the next London Safety Plan, which will confirm our longer term priorities under each pillar.

### **Next Steps**

9. The Assistant Director of Strategy and Risk has been asked to continue work to refine the actions under the strategic pillars and to propose new performance metrics for consideration by the executive team before the end of March.
10. Current performance reporting and assurance processes will be reviewed to ensure a strong focus on scrutiny and accountability. Improvements will include the establishment of an audit and risk committee and the appointment of an external advisor for operational assurance.
11. Current arrangements for reporting to the Mayor and the Home Office on delivery against the actions arising in response to the Grenfell Tower Inquiry will continue, along with any additional requirements for reporting against HMICFRS actions.
12. The plan was presented to the Deputy Mayor at the January meeting of the Deputy Mayor's Fire and Resilience Board for consultation and has been submitted to the Fire, Resilience and Emergency Planning Committee of the Assembly. Feedback from those meetings will continue to inform future work on the Plan.

### **Finance comments**

13. This report includes a strategy and delivery plan setting out the Brigade's direction of travel and priorities. The report notes that consideration is being given to establishing an audit and risk committee as well as securing an external advisor for operational assurance.
14. An initial estimate of the 2020/21 financial implications of the delivery plan, together with addressing the Grenfell Tower Inquiry and HMICFRS recommendations, is set out in the Grenfell and HMI Action Plan Costs report which is also on today's agenda, and includes a recommendation to set aside resources in a Transformation Reserve.
15. The financial implications will be reviewed as the strategy develops and evolves, and will be assessed and reported on as part of approving the LFC budget 2020/21 in March 2020, as well as in the financial monitoring during 2020/21 and the budget setting process for 2021/22 and beyond.

### **Workforce comments**

16. Initial engagement with staff groups has been undertaken and formal meetings with the representative bodies are planned. A full engagement and communications plan is in development.

## **Legal comments**

17. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
18. The range of statutory functions and powers of the London Fire Commissioner are set out in FRSA 2004. The actions proposed in the strategy and delivery plan attached as Appendix 1 are consistent with the legislative provisions.
19. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
20. By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). Paragraph 3.1 of the Direction provides that the "Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken: ... (c) Any other decision that can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)."
21. The strategic direction and delivery plan is repercussive in that it seeks to set the priorities and focus of the LFC and responds to the recommendations made in various significant reports.

## **Sustainability implications**

22. One of our principles is to ensure that sustainability runs through all our activities and at the strategic level, the Brigade expresses this commitment through our Sustainability Strategy which sets out our key performance improvement priorities, measures and targets in this area.
23. Sustainability analysis also forms a key strand of the development of every London Safety Plan and any proposals arising from the development of this Plan going forward will be subject to our sustainable development impact assessment process.

## **Equalities implications**

24. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
25. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
26. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.

27. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
28. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
29. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
30. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) tackle prejudice, and
  - (b) promote understanding.
31. The strategy and delivery plan set out the London Fire Commissioner's current priorities and objectives for achieving his vision for the London Fire Brigade. The focus is on change, both internally, in terms of how the organisation leads and manages itself and its people and externally in how it serves and protects London. This is a high level strategy, based around four pillars of action, and a diversity and inclusion business case has considered the impact of the plan on equalities and the opportunities to ensure that equality, diversity and inclusion underpins all elements of the strategy.
32. The first pillar aims to ensure that the workforce is appropriately supported and empowered. The goal is to create a positive and supportive environment where staff can be and give of their best. The diversity and inclusion business case notes that only by fostering diverse and inclusive teams will the organisation be able to deliver its strategy. The actions around leadership, performance and cultural change will enable the

organisation to address issues identified through recent staff surveys, including those raised by staff with protected characteristics, to eliminate discrimination foster good relations and advance equality of opportunity.

33. The second pillar aims to make the Brigade a learning organisation, listening to its staff and the public it serves to foster a stronger understanding of their needs and seeking out best practice from other organisations, to enable it to constantly improve and better its performance. Listening and learning requires us to monitor and make evidence-based decisions to empower staff and value diversity. Seizing the future means ensuring that LFB is prepared to meet the changing needs of the communities it serves, ensuring equality, diversity and inclusion enables us to execute our functions successfully.
34. The third pillar identifies a number of actions that will be taken to deliver excellence in the Brigade's services. The business case notes the particular benefits that will accrue by more effective use of equality impact assessments to mitigate operational risk, drive accountability and ensure services are delivered in a way that delivers fairer, more inclusive services. This stronger accountability will enable LFB to assure all decisions taken give due regard to the Public Sector Equality Duty and take into account diverse community needs.
35. The fourth pillar aims to make the Brigade become more central to the communities it serves, ensuring that priorities for community safety and how it is delivered will be informed by a risk profile which is sensitive to the different needs of the different communities across London. A stronger focus on community engagement will improve the Brigade's ability to serve and protect London, by ensuring we understand and respond to the needs of our communities, staff and the wider public.
36. Overall, proposals concerning the well-being, recruitment and development of staff recognise the need to maintain and develop actions to improve diversity in the workforce. Advancing equality of opportunity and eliminating discrimination in all processes, systems and decision-making will ensure LFB is at the forefront of delivering a diverse, productive workforce. Engagement is key in achieving this.
37. Other proposals concerning, for example, collaboration, well-being in the community and opening up of fire stations, should impact positively on the safety, well-being and inclusion of services users, and will be targeted at communities who are more at risk.
38. The equality duty will be applied in respect of the individual decisions arising from the delivery plan. Individual initiatives that affect staff and communities significantly will undergo a full Equality Impact Assessment process, and the plan will develop over the coming months to form the basis of the LFC's next integrated risk management plan which will be informed and supported by a full engagement and consultation process.

## List of Appendices

Appendix	Title	Protective Marking
1.	LFC Transformation: Delivery Plan	None



LONDON FIRE BRIGADE



# London Fire Brigade

## Beginning our transformation

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Delivery Plan – 31 January 2020



An introduction from  
the Commissioner

# **Transforming LFB for the future: Our delivery plan**





## Introduction

London Fire Brigade (LFB) is one of the largest fire and rescue organisations in the world, servicing one of its most complex, dynamic, global cities. The environment in which we operate is ever changing, and LFB needs to change with it in order to be fit for purpose. This transformation plan is a response to:

- The Phase 1 Grenfell Report recommendations; and
- HMICFRS inspection report on London Fire Brigade.

## Transforming LFB for the future

The imperative for change is clear: we accept the recommendations in both reports. LFB needs to learn to adapt in a more agile and rapid way. Only by doing this will we continue to achieve our purpose and our vision as an organisation. The transformation we are now beginning needs to be both wide and deep. Our people will need to adapt what we do and change how we do it. This change must start now.

As the new London Fire Commissioner, I have worked with my senior leadership team to produce this delivery plan for the transformation of LFB. It lays out our short, medium and long-term priorities for change.

- For example, it sets out work which we are getting underway with urgency on the most risk-critical issues such as incident command, leadership training and reconnecting with London's communities.
- In addition, it also sets out work which we need to tackle in the longer-term such as that around culture change, becoming a more agile, learning organisation and driving innovation in the fire and rescue service. These actions are also set out in the plan and support the transformation required from both reports.



## Our transformation is based on our purpose and vision

As a leadership team, we have been working over the past couple of months on creating a new purpose, vision and strategy for LFB. I strongly believe that our transformation plan needs to be closely aligned with our long-term strategy. This will ensure all our priorities, short-term and long-term are well coordinated.

Our purpose as an organisation is to be:

## trusted to serve and protect London

This is why we exist. It is why our people come to work every day.

To be able to achieve that purpose, we also need to have a strong vision for LFB – where do we want to get to as an organisation? Our vision is as follows:

**“We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London”**

Implicit in this vision, I believe, is the need for change within the organisation. We need to be more agile and flexible in how we operate. We must anticipate future trends more actively and not stay the same through fear of change. We need our people to feel fully connected with what we are trying to achieve and how we want to achieve it. We must be more integrated into the communities we serve and protect and learn how to evolve how we work with and for them.

This Transformation Plan is the beginning of the process and we will be engaging with our workforce to further develop this plan on an ongoing basis.



## Connecting change to our long-term strategy

To help deliver our vision, our senior team has worked on a simple strategy – our roadmap to get us there. Our transformation plan is based around our four strategic pillars:

### The best people and the best place to work

LFB people are the London Fire Brigade. We need to have the best possible people working in the best possible organisation if we are going to deliver real transformation. To achieve that, we need to drive change around: how we lead our people; the culture and behaviours we value at LFB; how we create a diverse and inclusive workforce; and how we manage training, talent and performance within the organisation.

### Seizing the future

Real change will only come if we are prepared to continually evolve as an organisation. To achieve this, we will need to: become a true learning organisation; be prepared to challenge the status quo; and learn how to drive continuous improvement and innovation in what we do and how we do it.

### Delivering excellence

Operational delivery is at the heart of LFB, but to achieve a transformation, we need to be: constantly improving the effectiveness of our service; understanding and communicating risk information to better deliver our services; and improving execution in every part of the organisation.

### Outward facing

High performing organisations always look outward rather than just inward. They connect effectively with all stakeholders. To achieve transformation in this sense, LFB needs to: become much more central to the communities we serve; increase the levels of trust and confidence we can build with all of our stakeholder groups; and take a lead in generating excellence in the national fire service.

Our transformation plan means serious and continuous change. The actions described in the detailed document that follows are our core priorities and will inform our next corporate plan. This is how we will measure our progress and our success. I look forward to driving the transformation of LFB for the future through our delivery plan. By achieving this, LFB will be fully trusted to serve and protect London.

**Andy Roe**

London Fire Commissioner  
January 2020

# London Fire Brigade Strategic Framework

<p>Why do we exist?</p>	<p><b>Trusted to serve and protect London</b></p>			
<p>Where do we want to get to?</p>	<p>"We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the needs of London"</p>			
<p>How do we get there?</p>	<p><b>Strategy</b></p>			
	<p><b>The best people and the best place to work</b></p>	<p><b>Seizing the future</b></p>	<p><b>Delivering excellence</b></p>	<p><b>Outward facing</b></p>
<p>What helps us get there?</p>	<p><b>Enablers:</b> 1. Diversity and Inclusion – is at the centre of what we do to enable us to deliver an effective service 2. Our readiness and ability to make change happen successfully.</p>			
	<p><b>Behaviour 1: Compassion</b></p>	<p><b>Behaviour 2: Togetherness</b></p>	<p><b>Behaviour 3: Accountability</b></p>	
<p>How do we know we are getting there?</p>	<p><b>Performance Metrics</b> (in development for March 2020)</p>			

# The best people and the best place to work



# Leadership

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Define requirements of <b>leadership</b> at all levels in LFB	Improved selection, promotion and performance management, which enables leadership and behaviours that support all aspects of transformation.	January 2020	Assistant Director (AD) People Services	●	
Design and deliver a new suite of <b>leadership</b> development programmes	Raising the profile and importance of leadership in LFB and increasing leadership competence to drive performance and lead change.	First tranche completed by end of 2020. Review impact and refresh annually	AD People Services/ AD Training and Professional Devt	●	
Introduce new <b>performance management</b> processes for leadership levels	Embedded and reinforced leadership behaviours.	April 2020 – Talent Management Group Leadership framework 2020/21	AD People Services	●	●

# Culture and behaviours

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
<b>Culture</b> audit	Diagnosis of current culture and identification/definition of desired culture.  Production of detailed plan to achieve desired LFB culture.	March 2020	AD People Services  Director of Transformation	●	
Execution of <b>Culture Change</b> actions	Systematic creation of unified, high performance culture across whole of LFB	Starting April 2020 and ongoing	AD People Services Director of Transformation	●	●
Implement <b>Diversity and Inclusion</b> plan	Development of a new Diversity and Inclusion Strategy (D&I) which will enable delivery of the organisational purpose and vision and strategic pillars. Our aim is to become a leader within our sector for the service we deliver internally and externally, with D&I as the enabling tool which improves everything we do. By embedding it through the services we deliver, we will be able to empower and support our workforce, ensure our workplace is a supportive and positive environment and protect and serve our diverse communities. As a truly diverse and inclusive London Fire Brigade we will move away from mere legal compliance and transform into a bold organisation which fosters and encourages difference of all kinds.	Actions through 2020 and ongoing	AD People Services	●	
Introduce new <b>employee engagement</b> processes	Dramatically shift how we engage our people with us as an employer, with serving our communities and with our strategic direction. Use of new survey approaches and communications techniques to achieve this.	Plan created March 2020; new approach in place by July 2020	AD People Services / AD Communications	●	
Refresh <b>reward and recognition</b> approaches	Support organisational change initiatives; encourage required contribution/commitment.	Starting in 2020 and completing 2020/21	AD People Services	●	



# Talent and learning

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Introduce new <b>performance management</b> processes for all employees	Improved performance, through regular, structured manager/employee conversations; understanding of individual development requirements and career aspirations.	Design work is complete. April 2020 – start of deployment through TMG.	AD People Services	●	●
Deliver prioritised actions from <b>Independent Training Review</b>	<ul style="list-style-type: none"> <li>• Restructured, repositioned training function.</li> <li>• Organisation Learning Needs Analysis.</li> <li>• Review of all existing training programmes, materials and facilities.</li> <li>• Improvement of external training provider services.</li> <li>• Establishment of systematic learning evaluation methodology to demonstrate return on investment.</li> </ul>	Work underway on structure, completion by end of 2020; Learning Needs Analysis, review of existing programmes, materials and facilities to be completed by end of 2020; appointment of Major Change Manager to drive improvements in the Babcock relationship by end of June 2020 – project likely to run through to 2023	AD Training and Professional Devt /Assistant Commissioner (AC) Operational Policy and Assurance/ AC Control and Mobilising	●	●
Implementation of five year improvement plan for <b>Control</b>	Increased focus on <b>Control to improve leadership, training, performance management</b> and create culture of excellence and outstanding performance.	New call handling policy launched by March 2020. Roll out new FSG training package from January 2020, New competency framework for Control launched by February 2020	AD Training and Professional Devt /AC Operational Policy and Assurance/ AC Control and Mobilising	●	●
As a priority action from <b>Independent Training Review</b> , provide more realistic and continuous training.	Increased focus on <b>Incident Command to improve leadership, training, performance management</b> and create culture of excellence and outstanding performance.	<p>Level 1 complete December 2021</p> <p>Level 2 complete August 2021</p> <p>Level 3 and 4 being complete by December 2021</p>	AD Training and Professional Devt /AC Operational Policy and Assurance	●	●

# Talent and learning contd

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Update High Rise response	Increased focus on <b>high rise response</b> and associated policies.	High rise policy briefings (ratified with FBU) completed March 2020; Fire survival guidance exercises to be conducted in February to ensure prioritised implementation of new Fire Survival Guidance Policy.	AD Training and Professional Devt /AC Operational Policy and Assurance	●	●
Revalidate driver training	Prioritisation of <b>driver training</b> in order to ensure compliance with updated legislation.	Completion of 100% driver revalidation in 2020/21	AD Training and Professional Devt	●	
Develop, improve and maintain core skills for all operational staff.	Strengthen ability of senior officers to deliver training to own crews on station to drive up operational service delivery and firefighter safety.	All station-based officers trained as trainers by March 2020; Phase 2 delivered by July 2020; ongoing development and maintenance of training packages .	AD Training and Professional Devt	●	●
Assure quality of training	Demonstrate that training delivers learning outcomes sought.  Ensure value for money.	Quality Assurance (QA) review completion April 2020 and ongoing thereafter.  Delivery and finance by July 2020.	AD Training and Professional Devt /AC Operational Policy and Assurance	●	

# Seizing the future









# Learning organisation

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Integrate and adopt <b>National Operational Guidance</b> as the foundation of LFB policy and Procedure	Enabling consistency of standards, guidance and principles.	Testing of National IT system February 2020. Full integration and adoption of NOG December 2020	AC Operational Policy and Assurance		
Re-set the monthly Heads of Service meetings as a crucial element of <b>organisational learning</b> and change	Improved output from Heads of Service meetings aligned to the Strategy; greater change urgency.	January 2020, then ongoing	London Fire Commissioner (LFC)		
Task Strategy and Risk function to gather internal and external <b>learning points</b> as a standing agenda item for discussion and action at monthly Heads of Service Meetings	Encourage greater awareness of issues and learning requiring reflection, discussion and action.	In place by April 2020	AD Strategy and Risk		
Put in place a formal Senior Team 6-monthly review of strategy, progress and priorities	Enable improved focus on delivery and more agility where necessary.	From October 2020	LFC		

# Challenge and transform

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Appoint Transformation Director	Leading the long term, systemic transformation of the organisation.	Permanent appointment by July 2020	LFC/AD People Services		
Review structure of LFB organisation	A designed for purpose organisation, fit for the challenges of future London.	First stage review to be conducted by February 2020 to be taken forward by Transformation Director and completed by September 2020	LFC/Transformation Director		
Use this strategy to create a <b>single plan of prioritised activity</b> across LFB, all of which are clearly linked to the organisation strategy	Greater alignment, focus and energy on what needs to be done; Less duplication of effort; more completion.	By end of March 2020	AD Strategy and Risk		
Review governance structures and processes at every level	Greater focus on priorities and action for faster decision making.	By end of March 2020	General Counsel		
Develop a new <b>internal communications approach</b>	Staff will understand how and why the organisation is transforming for the future; confident in the knowledge of how they contribute to corporate objectives and better equipped to represent the Brigade;	From April 2020	AD Communications		
Engage the Trades Unions in the transformation; develop <b>Industrial Relations Strategy</b>	Enable partnership to speed up and improve quality of transformation where possible.	By end of March 2020	AD People Services		

# Innovate and improve

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Embed <b>continuous improvement</b> processes at Heads of Service level	Each HoS required to demonstrate measurable improvements to processes and outcomes each month.	Starting in January 2020 and ongoing	LFC/Deputy Commissioner/ Director Corporate Services		
Review decision making protocols	Improve decision making and streamline associated processes at all levels to empower, encourage innovation and improvement at the lowest appropriate level.	By the end of March 2020	General Counsel		
Following appointment of Transformation Director, create a group of <b>'Innovation Champions'</b> to work with each department	Provide innovation 'know-how' and encourage a culture of innovation across LFB.	By the end of October 2020	Transformation Director		

# Delivering excellence










# Constantly improving effectiveness of our service






ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Fully implement the <b>Control and Mobilising Improvement Plan</b>	<ul style="list-style-type: none"> <li>Range of short, medium and long-term actions addressing: leadership, training and competency, governance/performance management and establish a culture of excellence.</li> </ul>	Short-term actions January 2020  Medium-term actions December 2020  Long-term actions December 2023	AC Control and Mobilising/AD Training and Professional Devt	●	●
Consolidate delivery of <b>Grenfell Improvement Plan</b> and <b>HMICFRS Action Plan</b> into one function, under the Director of Safety and Assurance	Improved coherence, efficiency and visibility of response.	February 2020	Deputy Commissioner/ AC Grenfell Tower Investigation and Review		●
Fully implement the consolidated <b>Grenfell Improvement Plan</b> and <b>HMICFRS Action Plan</b>	To improve the service of our organisation and provision to the people of London in response to the wider recommendations of the HMICRS and Grenfell Tower Inquiry findings, to best prepare us to respond efficiently and effectively.	Current known completion dates within both extant plans (prior to consolidation and any prioritisation) indicate that identified deliverables will be completed by end of 2021, with the exception of the 1Risk project which is now scheduled to be completed by end of 2022.	AC Grenfell Tower Investigation and Review	●	●
Appoint an <b>independent Operational Assurance Advisor</b> reporting directly to the Commissioner.	To ensure that the operational elements of transformation are being effectively progressed and delivered. Provide robust assurance directly to the Commissioner, with free access to all levels of the organisation to do so.	March 2020	LFC/AD People Services	●	●
Work with City Hall to establish an <b>independent Audit Committee</b> for LFB.	To provide more robust scrutiny and assurance of LFB's decision making and service delivery.	June 2020	General Counsel		



# Constantly improving effectiveness of our service contd

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Implement a Consolidated <b>Wellbeing Strategy</b> for LFB	An updated wellbeing strategy that supports the physical and psychological health of our workforce. This will create greater resilience within our workforce and strengthen engagement between our people and the Brigade. We will increase and maintain a minimum level of physical fitness for our operational workforce and increase the psychological wellbeing support through providing trained individuals at a peer group level.	Commence delivery January 2020 with quarterly review period	AD People Services		
Review medium term financial plan to ensure efficient use of resources	Reduces reliance on reserves.	November 2020	AD Finance		
Review <b>contract management</b> arrangements for all major suppliers	Ensuring best value for money and efficiency of operation for all major contracts.	June 2020	AD Technical and Commercial		
Creating a detailed, three-year I&T work plan, supporting the organisational strategy	Enables improved: <ul style="list-style-type: none"> <li>• Collaboration with our partners.</li> <li>• Investment in our staff.</li> <li>• Benefits of cloud-based services.</li> </ul>	Summer 2022	Chief Information Officer		

# Understand and communicate risk information to better deliver our services

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Implement <b>Operational Risk Information</b> Project	<ul style="list-style-type: none"> <li>• Current Operational Risk data base to be reviewed and quality assured.</li> <li>• 5800 high rise visits to be completed and associated ePIPs completed.</li> <li>• Station notifications to move from Central Operations to area teams.</li> <li>• Review and rationalisation of current risk information systems to evaluate the current entries and carry out the necessary interventions, so increasing the underpinning knowledge and understanding of staff with these systems.</li> <li>• First phase of fire station based statutory fire safety training</li> <li>• Phase 2/Phase 3 – CBT and face to face training.</li> </ul>	March 2020  December 2020  January 2020  May 2021    Oct 2020  Oct 2021	AC Fire Stations/AD Training and Professional Devt		
Applications on appliances	<ul style="list-style-type: none"> <li>• Mobile devices will provide frontline crews and inspecting officers <b>access to information on risk</b> on scene or remotely.</li> <li>• It will provide a joined up understanding of the risk environment that we operate in. with immediate access to information.</li> <li>• Improved efficiency of process through the consolidation of risk information through a single application.</li> <li>• A series of separate databases will be consolidated as part of 1Risk Project detailed below.</li> </ul>	March 2020	Chief Information Officer		
Accelerate 1Risk project which will bring <b>all risk information on buildings</b> into one place	<p>A consolidated building and occupancy risk information database will give frontline crews access to an integrated view of building fire related risk. Access to joined up data will ensure that risk information maintains currency.</p> <p>1Risk will extend the reach of a regulatory fire safety work by utilising appliance crews leading to a safer city for London's communities.</p> <p>1Risk solution will allow the Brigade to consider better ways of delivering our services to Londoners online.</p>	Five year project approved by Commissioner's Board in October 2019. Now seeking accelerated three year implementation	Chief Information Officer		

# Understand and communicate risk information to better deliver our services contd

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
<p>Introduction of online <b>home fire safety visit tools</b>.</p> <ul style="list-style-type: none"> <li>• Interactive home fire safety check list</li> <li>• Virtual 360 hazard house 'tour'</li> <li>• Online home fire safety visit</li> </ul>	<p>Enabling an amount of self-assessment and management of risk in the home. Reducing risk and increasing operational efficiency.</p>	<p>April 2020 June 2020 December 2020</p>	<p>AC Fire Safety/AD Communications</p>		
<p>Incorporate a <b>risk management</b> element into the new LFB performance management process</p>	<p>Incorporate a risk management element into the new LFB performance management process Raising the profile of risk management and improving performance against key risk criteria.</p>	<p>March 2020</p>	<p>AD People Services/AD Strategy and Risk</p>		
<p>Review of <b>Strategic Risk Register</b> process to ensure it accurately supports and reflects the strategic planning process.</p>	<p>Will ensure the delivery of strategy is aligned with identified internal and external corporate risk.</p>	<p>March 2020</p>	<p>AD Strategy and Risk</p>		

# Improved execution

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Develop new LFB <b>property strategy</b>	<ul style="list-style-type: none"> <li>Encourage a <b>modern and more flexible approach</b> to using our workspace</li> <li>Support a more dynamic approach to meetings and communication</li> <li>More <b>efficient use of our pan London estate</b></li> </ul>	March 2022	AD Property working with AD People Services /AD Communications/ Chief Information Officer	●	
Engage with FBU to improve Mass Casualty Response capability	Improved resilience of Mass Casualty Response.	June 2020	LFC/AC Operational Resilience	●	
Integration of Command Units – the means by which we <b>support incident commanders</b> at incidents	Increasing the reliability and consistency of support to incident commanders; enhancing capability and professional competency in incident command by spreading the learning across wider operational staff group.	November 2020	AC Fire Stations/ DAC Central Operations/ AD Training and Professional Devt	●	●
Implement <b>improvements to Fire Safety</b> (Protection) delivery by producing a <b>revised Enforcement Policy</b> which outlines how we will deliver our regulatory role.	<p>We will meet the requirements against specific issues laid out in the HMIC report to:</p> <ul style="list-style-type: none"> <li>Improve reporting of building consultations completed within target.</li> <li>Improve file management processes to improve building consultations completed within target.</li> <li>Review reporting of Inspecting Officers' audit time in High Risk premises.</li> </ul>	<p>March 2020</p> <p>March 2020</p> <p>January 2020</p>	AC Fire Safety	●	●
<b>Reduce Unwanted Fire Signals</b> (UWFS) and <b>Automated Fire Alarms</b> (AFA)	<ul style="list-style-type: none"> <li>A dedicated team to push forward call filtering, partnership working with high offenders and interventions by stations to promote better alarm management.</li> <li>Publication of revised UWFS/ AFA policy incorporating the re-introduction of cost recovery charging in certain circumstances.</li> </ul>	<p>Team established Jan 2020</p> <p>Mid term evaluation of team's effectiveness due by September 2020, Full evaluation March 2021.</p> <p>June 2020</p>	AC Fire Safety	●	



# Improved execution contd

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Review and re-charter the <b>project management</b> support function	Drive better prioritisation of and on time/in budget delivery of projects at all levels of the organisation.	By end of 2020	AD Strategy and Risk		
Review and change Commissioner's and Directors' board structures to include <b>prioritisation of activity</b> and <b>corporate portfolio management</b> as agenda items alongside robust performance management	<ul style="list-style-type: none"> <li>• Improved planning, prioritisation and quicker delivery of corporate projects.</li> <li>• Rationalisation of delegated authorities to speed up decision making and empower employees at all levels.</li> <li>• Streamlined decision making.</li> <li>• Clear alignment of decision making and governance to the corporate plan to improve execution of key priorities.</li> <li>• More productive and efficient organisation.</li> </ul>	April 2020	General Counsel/ AD Strategy and Risk		
Review existing work streams to ensure organisational support for Transformation Plan	Reduce duplication, redundancy and non-essential activity to <b>increase efficiency, effectiveness and improve execution</b> . Will be part of a revised Commissioner's Board process.	June 2020	LFC/ Deputy Commissioner/ Director Corporate Services		
Review, consolidate and simplify performance metrics	Simplify reporting and increase the focus on executing what matters so that all critical measures are contained on a one page dashboard.	March 2020	AD Strategy and Risk		
Implement new email and conduct of meeting protocols	<ul style="list-style-type: none"> <li>• Reduce the number of meetings and improve the effectiveness of meetings that do take place.</li> <li>• Reduce the reliance on and unnecessary use of email communication.</li> <li>• More productive and efficient organisation.</li> </ul>	April 2020	AD Communications/ AD People Services		

# Outward facing



# Become more central to our communities

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
<p>Implement the <b>Improving Stakeholder and Community Engagement Plan</b></p>	<p>A dedicated Stakeholder and Community Engagement relations team to:</p> <ul style="list-style-type: none"> <li>• Increase the provision of advice internally and liaison with central government, policy makers etc.</li> <li>• Raise awareness of and improve the use of the Brigade's stakeholder mapping database.</li> <li>• Coordinate and attend a programme of stakeholder meetings.</li> <li>• Plan and coordinate corporate events to bring stakeholders into the Brigade to learn more about its work.</li> <li>• Provide stakeholder management of and liaison with key community groups for specific projects or issues e.g. Grenfell Tower community liaison.</li> <li>• Coordinate an annual programme of events and speaking opportunities for officers with expertise, directors and the London Fire Commissioner.</li> <li>• Produce reports and materials which demonstrate the impact London Fire Brigade is making and how its professional voice is being heard and acted upon.</li> <li>• Develop a plan for greater recognition of Brigade achievements and actions e.g. facility/demonstration visits and applications for external awards.</li> </ul>	<p>Proposal to Commissioner's Board January 2020 and Fire and Resilience Board January 2020</p>	<p>AD Communications</p>		
<p>Opening Up Fire Stations</p>	<p>Providing greater and <b>easier community access to local fire stations</b> and their facilities.</p>	<p>Project started in January 2018 – in phased delivery, official launch April 2020</p>	<p>AC Fire Stations</p>		
<p><b>Community Outreach Activities</b></p>	<ul style="list-style-type: none"> <li>• The Blue Light Prevention Mobilisation Hub in partnership with the Met and LAS is currently being established with options due to be presented to the Blue Light Prevention Board.</li> <li>• London wide Cadet programme – All boroughs will have a Fire Cadet unit including the recruitment of cadets and volunteers and the training of the new volunteers. All staff have been recruited to run the new units.</li> </ul>	<p>March 2020  April 2020</p>	<p>AC Fire Safety/ AD Training and Professional Devt</p>		

# Increasing trust and confidence with all stakeholder groups

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Establish new relationships with <b>Grenfell Tower Community Groups</b> and individuals.	Meet and work with those communities most affected by the Grenfell Tower fire – and in doing so, ensure greater confidence in our ability to protect and serve all the communities of London.	Establish a plan and seek to meet representatives January 2020	LFC/AD Communications	●	●
Training for Borough Commanders and Area DACs (managers) on how to <b>engage better with local community groups</b>	Greater confidence, coherence and consistency of community interaction.	June 2020	AC Fire Stations/ AD Training and Professional Devt	●	
Introduce research of stakeholder opinion and public understanding of how we are delivering our service.	By introducing formal ways of understanding stakeholder views, while openly reporting the findings, the Brigade can take action wherever possible to meet valued expectations of the service and adapt how it communicates.	April 2020	AD Communications		
Appointment of a support office for the LFB Commissioner	To professionalise and improve approach with public and stakeholder relations.	January 2020	LFC		



# Leading excellence in the national service

ACTION	IMPACT	COMPLETION	OWNER	HMICFRS	GTI
Provide long-term commitment to <b>provide expert advice and support to the Government's building safety programme</b> , including informing standards of work, revisions of relevant regulations and development of the regulatory environment as part of the Hackitt recommendations.	Sharing of expertise built up over years of providing a service in a uniquely complex and fast changing environment.  To ensure that legislation best protects Londoners within London's complex changing built environment through review of regulation in response to that change.	Support to continue as required by NFCC until at least March 2021.	AC Fire Safety	●	●
Establish a team to contribute LFB position to the proposed <b>Building Safety Bill and Fire Safety Bill</b>	LFB will ensure that its expertise best informs and influences the development of national regulation in order to best serve the people of London, in the most complex built environment in the country.	Team established January 2020 – work is ongoing.	AC Fire Safety/AD Communications	●	●
Review attendance on national bodies	Establish attendance on all appropriate national bodies; ensure the right LFB people attend and contribute to the right national meetings.	June 2020	LFC/ Director Corporate Services/Deputy Commissioner/ AD Communications		●
Review and increase our support to the <b>spending review</b> particularly in relation to data and information management	Ensure as far as possible appropriate funding for London and the national fire service.	Autumn 2020	AD Finance/ Chief Information Officer	●	