



**YOUR  
LONDON  
FIRE  
BRIGADE**

# PROTECT

SERVICE STRATEGY 2026 – 2029

April 2026

**LFB**  
LONDON FIRE BRIGADE



## LONDON

- **London is home to over 9 million residents** and is one of the fastest growing regions in the UK, with the population expected to reach close to 10 million within the next decade.
- The city is a major high rise metropolis, with more than **8,000 high rise buildings** – around 60% of all those in England – and it experiences almost **40% of the country's high-rise fires**.
- Its complex infrastructure spans underground, overground, and aerial networks, including major rail hubs, the Channel Tunnel link, and the Elizabeth line, which alone made over 240 million passenger journeys last year. **London's mainline train stations collectively see more than a billion passengers annually**, making them among the busiest in the world.
- London is one of the most ethnically diverse cities in the world, with over **250 languages spoken** and more than **45% of residents identifying as ethnic minorities**, reflecting an exceptional breadth of cultures and heritages.
- London is also the third-most visited city in the world, welcoming **22.7 million international travellers in 2025**.
- More than **1 million Londoners are over 65**, a figure projected to rise by almost 70% by 2050, and it is estimated that one in five live in poverty.
- Around **1.2 million disabled people** live in London, most of them of working age.
- Nearly **half a million young adults aged 18–24** call the city home, many living independently for the first time.
- **London has one of the largest LGBTQ+ communities in Europe** and is widely recognised as a global LGBTQ+ hub in terms of culture, visibility, events, and institutions – reflecting its position as a centre of diversity and inclusion.

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# INTRODUCTION

This document sets out how we work to improve fire safety across London's built environment, through regulation, inspection, enforcement, consultation, and advice.

## London's protection context

Our Protect service is focused on reducing risk in the buildings where people live, work and visit, ensuring that building owners and managers understand and meet their fire safety obligations, and that when fire does occur, the building's safety provisions function as intended to protect occupants and support safe evacuation. Where our Prevent service works directly with individuals to reduce the likelihood of fire, our Protect service addresses the buildings themselves, their design, construction, management and ongoing compliance with fire safety legislation.

London presents one of the most complex built environments of any city in the world. It contains a significant proportion of England's high-rise residential buildings, an extensive and varied commercial stock, major transport infrastructure, internationally-significant

heritage assets, and a large number of premises that present complex or novel fire safety challenges. The pace of development in the capital, through new construction, conversion, change of use, and permitted development, means that the built environment is continuously evolving. This shapes every aspect of how we deliver our Protect service.

We work in partnership with a wide range of organisations including local authorities, housing providers, other regulators, and the development sector to strengthen fire safety across London's built environment. We contribute to the national protection agenda led by the National Fire Chiefs Council, adopt recognised best practice and national standards, and use our position as a large urban fire and rescue service to influence policy and share learning that benefits the wider sector.



# ORGANISATIONAL CONTEXT

Everything we do is guided by national legislation, the Fire and Rescue National Framework for England, National Operational Guidance, Mayoral priorities, our Service Improvement Framework, our Community Risk Management Plan and our annual Assessment of Risk.

London Fire Brigade delivers services to London across six service areas: Prevent, Protect, Prepare, Respond, Recover, and Engage. Together, these services form a complete approach to risk management, from reducing the likelihood of

emergencies occurring, through protecting people and property when they do, to supporting communities in their aftermath. This strategy describes the Protect service and sets out how LFB will deliver it between 2026 and 2029.

## Our vision: **Trusted to serve and protect London**



# KEY PRINCIPLES

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

## SERVICE

We put the **public** first

## INTEGRITY

We act with **honesty**

## TEAMWORK

We work **together** and include everyone

## LEARNING

We listen so that we can **improve**

## EQUITY

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

## COURAGE

We **step up** to the challenge

### Other core principles

#### **Risk-based, proportionate regulation**

LFB prioritises its inspection and enforcement activity based on risk; enforcement is proportionate, and the approach is to work with responsible persons to encourage compliance, using enforcement powers where necessary.

We play a critical role in regulating London's built environment and supporting the safe delivery of new homes. Our Risk-Based Intervention Programme (RBIP) is at the heart of this work. Our RBIP reflects the volume and type of risk across London, aligns with the National Fire Chiefs Council's Higher Risk Occupancies framework, and gives us the flexibility to respond quickly to emerging risks.

By prioritising hospitals, hostels, specialised housing, and high-rise residential buildings, particularly those with interim safety measures, we focus our planned interventions where the potential for harm is greatest. These buildings are audited on an appropriate cycle to ensure ongoing compliance and resident safety. We are improving how we deploy our people by making better use of fire station-based staff and planning proactively for new and growing risks such as changes in the night-time economy, and the evolving high-rise landscape.

We are investing in better support for businesses. A dedicated Business Engagement Officer now works with borough teams, backed by new tools such as QR-enabled resources and post-incident outreach to protect community assets. We are developing a new Business Safety Tool, co-designed with small and medium-sized businesses, to give clearer, more accessible fire safety advice.

We are embracing technology to modernise our regulatory practice. From digital engagement tools to exploring the use of automation and Artificial Intelligence to streamline processes and improve consistency, we are ensuring our approach is efficient and ready to meet London's future needs.

We play a vital role in supporting the delivery of new homes, contributing to the national ambition to build 1.5 million new homes by working closely with the Mayor's planning priorities and engaging early in major developments. Through our work with the Building

Safety Regulator, we help ensure that new high-rise residential buildings entering the Gateway process are safe by design, reducing future risks and strengthening confidence across the housing sector.

Together, these improvements ensure we remain a trusted regulator, a constructive partner in London's housing growth, and a modern fire and rescue service that is trusted to serve and protect London.

#### **Data-led targeting**

We take a data-led, intelligence-driven approach to protecting London's communities, which helps us ensure our Prevent and Protect Services complement each other effectively. We combine incident data, partner referrals, and local knowledge to identify where the risk of fire, and the impact of fire, is greatest. This ensures that our resources are focused on the highest-risk premises and the most vulnerable residents. Our regulatory data, Home Fire Safety intelligence, and operational insights are brought together to give us a clear picture of emerging risks across London's diverse built environment.

We use digital tools to strengthen this approach. Our staff now use QR codes during business engagement to provide clear, accessible fire safety advice and to capture information that helps us understand trends and track the support given to local businesses. Following operational incidents, our crews carry out 'hot strikes': rapid, targeted engagement in the immediate area, providing advice and generating referrals for Home Fire Safety visits (HFSVs). Firefighters undertake group risk visits ensuring we reach those who may otherwise be missed.

Our Home Fire Safety Checker enables residents to assess their own risk online, while automatically generating referrals for in-person visits when higher-risk factors are identified. We work closely with local authorities and social housing providers to target support to those at greatest risk, including people living in poor housing conditions or with complex needs. Through our partnership with a home oxygen supplier, we receive timely information about oxygen users, allowing us to carry out bespoke visits that address their specific fire safety vulnerabilities.

More detail on Home Fire Safety Visits and our wider prevention activity is available in our Prevent Service Strategy.

# OUR PROTECT SERVICE

The Protect service covers the work we do to improve fire safety in London's built environment, through regulation, inspection, enforcement, consultation, and advice. Our core protection activities are focused on:

- **Risk-Based Intervention Programme (RBIP):** a data-driven programme that includes the brigade's risk-based inspection programme which directs the most competent inspection resources toward the highest-risk premises. The programme uses a tiered approach of full audits by inspectors according to their levels of qualification and experience, desktop reviews, and Fire Safety Checks carried out by operational crews.
- **Consultations and Building Regulation Activity:** reviewing building regulation submissions as a statutory consultee and proactively commenting on planning applications for higher-risk buildings, alongside working with the Building Safety Regulator.
- **Enforcement:** taking proportionate action where fire safety standards are not being met, from advisory engagement through to enforcement notices, prohibition, and prosecution.
- **Fire Safety Checks by Frontline Crews:** station-based firefighters carry out visual fire safety assessments of simpler regulated premises such as shops with dwellings above and purpose-built blocks of flats, referring concerns to qualified inspectors and building their own knowledge of the buildings on their ground.
- **Business Engagement and Advice:** supporting compliance through targeted engagement with businesses, public-facing guidance, and digital self-service tools.
- **Primary Authority:** providing assured, consistent regulatory advice to multi-site organisations through formal partnerships, reducing regulatory burden and ensuring fire safety guidance is applied uniformly across their estate.
- **Alleged Fire Risks:** responding to reports of serious fire safety concerns, such as blocked exits or unsafe storage, with a target of three hours, around the clock.
- **Heritage:** protecting London's 20,000+ listed buildings, conservation areas and heritage sites through RBIP audits, dedicated liaison, heritage-specific guidance, and coordination with operational crews on familiarisation visits and salvage planning.
- **Petroleum and Alternative Fuels:** regulating petroleum storage sites under the Petroleum (Consolidation) Regulations 2014, including licensing and inspection activity, and working with partners to understand alternative fuels and support their safe introduction.



Each of these is described in detail later in this strategy.

# HOW WE PROTECT LONDON'S BUILT ENVIRONMENT

## Our risks




The risks addressed by the Protect service relate specifically to the built environment: the buildings where people live, work and visit. The risk picture for this strategy is focused on the premises where fire safety regulation, inspection, and enforcement can reduce the likelihood and consequences of fire. Risks such as outdoor fires, road traffic collisions, and water safety are addressed through our other services rather than through protection activity.

## Day-to-day risks

RISK TYPE	PROTECT ACTIVITY
 <b>Fires in the home</b>	High-rise residential blocks, houses in multiple occupation, converted flats, purpose-built flats, sheltered housing. Addressed through RBIP audits, Fire Safety Checks, the building data portal, and enforcement.
 <b>Fires in large public and commercial buildings</b>	Offices, retail, hospitality, food and drink outlets, industrial premises, hospitals and care homes. Addressed through RBIP audits, Fire Safety Checks, business engagement, and enforcement.

## Emerging risks

We use data analysis and public feedback to identify trends and emerging risks as part of our annual Assessment of Risk. Additionally, our Protection teams develop organisational learning through analysis of our regulatory activities and fire investigations, enabling us to identify and adapt to emerging risks.

RISK	PROTECTION CONSEQUENCES
 <b>Sustainability and climate change</b>	New building materials, energy storage systems, and retrofit measures (e.g. insulation), can sometimes introduce new fire risks.
 <b>Changing built environment</b>	Increased vertical density, complex layouts, and modern methods of construction create new challenges for fire safety design and regulatory compliance.
 <b>Population change</b>	Shifts in demand, changing demographics, and evolving building use patterns change the risk profile and require ongoing organisational learning.

### **Risk-Based Intervention Programme (RBIP)**

London contains a large and constantly changing regulated premises base. The Risk-Based Intervention Programme addresses this by using data, incident intelligence and professional judgement to determine which premises require inspection, what type of intervention is appropriate, and how frequently they should be revisited.

Each regulated premises is assigned a Relative Risk Level (RBIP) based on factors including the type of occupancy, whether people sleep in the building, the complexity of the fire safety arrangements, and the findings of any previous audits. Premises with higher risk levels, typically those where occupants sleep and may be unfamiliar with their surroundings, such as care homes, hospitals, hotels, hostels and high-rise residential blocks, are prioritised for full in-person fire safety audits by our most qualified and competent inspectors. Inspecting officers who have not yet reached full competence, defined as completion of the Level 4 Diploma supported by sufficient operational experience, continue to undertake meaningful inspection and associated protection work appropriate to their stage in the development pathway. This approach is consistent with IRMP guidance, which recognises the value of proportionate sampling in lower-risk premises to maintain public protection while supporting the progression of developing staff.

Where a premises is found to be compliant following an audit, its risk level is reduced automatically, extending the interval before the next scheduled inspection. Inspectors retain professional discretion to override this reduction where they judge that the risk level should be maintained.

Not every premises that comes to the Brigade's attention requires a full audit. The Desktop Advice and Audit process provides a triage mechanism through which inspecting officers can assess risk remotely through desktop research and a telephone discussion with the responsible person or their on-site representative. This allows them to determine the most appropriate

intervention. During this conversation, officers also take the opportunity to provide fire safety advice, guidance and signposting. Where the desktop process indicates that a full in-person audit is required, the officer can proceed directly to one. Equally, where it is immediately obvious from the outset that a physical inspection is needed, officers can bypass the triage process entirely, recording their reasoning in the audit conclusion.

The programme operates through team plans that set out the estimated volume of audits for the year ahead, broken down by property type and risk level. These plans also account for demand-led work, such as post-fire audits, alleged fire risks, fire safety complaints, our work on behalf of the Building Safety Regulator and consultations, drawing on data from the previous year to estimate the time required. Team plans are monitored through Power BI reporting, which tracks monthly intervention activity and shows where the programme is targeting risk across London.

Active Risk Targeting (ART) brings Protection, Prevention, Response and external partners together at borough level to identify and reduce risk in local communities. Through a process of pre-ART research and ART activity days, teams use demographic and business intelligence data alongside local knowledge to target premises and areas of concern. A full-time Business Engagement Officer has been appointed to work alongside borough-based staff. A comprehensive resource pack has been developed, including QR codes and leaflets, which are distributed during business engagement meetings, community events, post-incident follow-ups – especially where a community asset has been impacted.

This work links directly to the CRMP and supports Borough Commanders in developing their Borough Risk Management Plans. ART days are intended to rotate across boroughs on a monthly cycle, with a flexible approach that allows teams to tailor their activity to local need rather than following a fixed format. They also serve as a practical mechanism for building working relationships between Protection, Prevention and Response staff.

### Consultations and building regulation activity

The Brigade has a statutory role in reviewing building regulation submissions to ensure that fire safety provisions in new and altered buildings are adequate. Consultations are received from building control bodies (local authority building control departments and approved inspectors), and the Brigade aims to provide a written response within fifteen working days. For more complex projects, consultations can be referred to the Brigade's fire engineering group for specialist review.

The Brigade employs a team of qualified fire engineers who assess whether fire-engineered designs adequately protect occupants, drawing on specialist knowledge of how buildings perform in fire. The Brigade may also participate in pre-consultation meetings during the design development stage or form part of a Qualitative Design Review team, contributing its experience across the full lifecycle of buildings. The Brigade's fire engineers also support other areas of the organisation's work, including providing technical expert witness opinions for enforcement cases and informing operational firefighting procedures based on technical fire safety knowledge.

Building regulation consultations are managed centrally through the Building Design and Consultation Hub. Although the Brigade is not a statutory consultee at the planning stage, it proactively engages on higher risk building proposals, recognising that this is often the

point where there is the greatest scope to influence fire safety within a scheme's overall design. Specialist teams manage consultations relating to petroleum sites and sub-surface railway and transport premises.

Operationally, our Fire Engineering Group continues to contribute to national work, including the National Planning Policy Framework consultation, the Single Construction Regulator Prospectus and updates to key British Standards such as BS 9999 and other guidance. Our Engineers and inspecting officers in the BDHC continue to support the work of the Building Safety Regulator by contributing to work processes to ensure London's new residential high-rise buildings are fit for the future and built to the highest safety standards.

For high-rise residential buildings, the Brigade operates a building data portal through which building owners and managing agents can provide building plans, firefighting measures, evacuation strategies, and notifications of any defects that may affect firefighting operations. This information supports both Protection oversight and operational response.

The regulatory landscape for building safety has changed significantly in recent years. The Brigade continues to adapt to new legislation and works with government, the Greater London Authority, and regulatory partners to support the construction of new homes, alongside remediation of residential high-rise buildings with known safety issues.



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### Enforcement

The London Fire Commissioner is the fire and rescue authority for London and is responsible for enforcing the Regulatory Reform (Fire Safety) Order 2005. Where an audit identifies that a responsible person has failed to comply with the requirements of the Order, the Brigade takes a proportionate approach, working with the responsible person to support compliance where possible, and using its enforcement powers where necessary.

Enforcement notices are served under Article 30 of the Order, requiring the responsible person to remedy specified failures within a set timeframe. Where there is an immediate risk to life, the Brigade can serve a prohibition or restriction notice to prevent or restrict the use of all or part of a premises until the risk has been addressed. All notices are subject to internal vetting and benchmarking processes to ensure consistency in how enforcement action is taken across London. The Brigade publishes its approach to enforcement in its Enforcement Policy Statement.

The Brigade also has the power to serve alterations notices under Article 29 of the Order. An alterations notice is served where the Brigade considers there to be a significant risk. The notice requires the responsible person to notify the Brigade before making specified changes, enabling the Brigade to assess the impact on fire safety before work is carried out. Alterations notices are in place for London Underground sub-surface railway stations and are also used for other high-risk premises, including high-rise residential blocks where significant fire safety concerns have been identified.

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### Fire safety checks by frontline crews

Fire Safety Checks are visual assessments of fire safety measures in premises covered by the Fire Safety Order, carried out by station-based operational crews. They are typically targeted at simpler regulated premises such as small shops with dwellings above, purpose-built blocks of flats, and straightforward commercial units. Where crews identify medium or high-risk concerns during a check, they refer the premises to qualified fire safety officers for further inspection. The checks serve a dual purpose: they extend the Brigade's regulatory reach beyond what its specialist inspecting officers can cover alone, and they improve firefighters' understanding of the buildings on their ground, directly supporting safer and more effective operational response. Station-based staff have received fire safety training to support the delivery of protection activities, and a target has been set for stations to spend 4% of their time on this work.

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### Business engagement and advice

The Brigade engages with London's business community to support fire safety compliance, with a particular focus on small and medium-sized independent businesses where language, awareness or resource barriers may affect understanding of fire safety responsibilities. This engagement is coordinated through targeted activity at borough level, often as part of the Active Risk Targeting process, using toolkits and public-facing materials to reach responsible persons and support them toward compliance. The Brigade publishes guidance on a range of fire safety topics through its website, and operates an electronic data portal through which responsible persons for high-rise residential buildings can access and share their building data with the Brigade. We also run several engagement campaigns that target local businesses as well as the public – more details about this are available in our Engage Service Strategy.

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### Primary authority

The Brigade holds Primary Authority partnerships with organisations operating across a broad range of sectors, including retail, hospitality, housing, and education. Through these partnerships, the Brigade provides assured and consistent fire safety advice that applies across an organisation's entire estate, reducing regulatory burden and ensuring that fire safety guidance is applied uniformly regardless of where individual premises are located. The scheme also covers petrol storage certification. Where an organisation holds a Primary Authority partnership, the Brigade's inspecting officers follow specified protocols before and after audits to ensure consistency with the advice already provided.

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### Alleged fire risks

Members of the public, partner agencies, and Brigade staff can report serious fire safety concerns such as locked or blocked fire exits, unsafe storage of flammable materials, or sleeping accommodation in areas with inadequate escape routes. These reports are treated as urgent. A competent fire safety officer assesses the risk and determines the most appropriate response, which may involve a fire safety inspector, a senior fire safety officer, or a local station crew depending on the nature of the concern and the time of day. Where the assessment indicates an immediate threat to life, the Brigade aims to attend within three hours. This commitment applies around the clock, with reports received during office hours routed through the Brigade Duty Fire Safety Officer and out-of-hours reports managed through the Brigade's Control Room.



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### Heritage

London has over 20,000 listed buildings, conservation areas and parks, ranging from single private dwellings through to World Heritage Sites of national and international importance. The Brigade manages heritage fire safety through a combination of risk-based inspection, operational familiarisation, and specialist coordination. In-scope heritage premises are inspected as part of the RBIP, and a Heritage Coordinator targets additional audits each year by grade of listed building. Major national heritage premises receive regular familiarisation visits by operational crews under section 7(2)(d) of the Fire and Rescue Services Act 2004, and local crews conduct exercises at key sites to test salvage plans for preserving items of significance in the event of an incident. The Brigade works with heritage bodies including Historic England and the National Trust, and publishes guidance and self-service tools on its website covering heritage fire risk assessments, salvage plans, and emergency response plans.

### Petroleum and alternative fuels

The Brigade is the Petroleum Enforcing Authority for London, responsible for regulating premises where petrol is kept and dispensed under the Petroleum (Consolidation) Regulations 2014. This is a separate regulatory regime from the Fire Safety Order. Under the current framework, premises holding petrol operate under a Petroleum Storage Certificate rather than the historical licensing system, and the Brigade also enforces relevant duties under the Dangerous Substances and Explosive Atmospheres Regulations (DSEAR) 2002. This work is delivered by a specialist petroleum and alternative fuels team within the Protection department.

The Brigade also maintains specialist capability in transport fire safety, focused on complex transport infrastructure including sub-surface railway stations regulated under the Fire Precautions (Sub-surface Railway Stations) (England) Regulations 2009.

We work closely with manufacturers, operators, government bodies and the GLA to understand emerging technologies – alternative fuels, lithium-powered products, autonomous vehicles and new energy systems. We actively engage with autonomous vehicle companies ahead of full deployment in London, monitor the growth of residential battery energy systems, track changes to transport infrastructure, and assess the transformation of traditional petroleum sites into EV charging hubs. Our involvement in national and London-wide working groups ensures we feed frontline experience into future regulation and guidance.

We are investing in education, communication and community safety. Through our ChargeSafe campaign, local authority engagement, resilience forums and regular fire station briefings, we are increasing public awareness and preparing our operational staff for the realities of these new hazards. Our work with partners such as TfL is improving safety on the transport network.



### Unwanted Fire Signals

From October 2024, following public consultation, the brigade commenced a new policy on unwanted fire signals and has stopped attending automatic fire alarms in most commercial buildings between 7am and 8:30pm. This includes office blocks or industrial estates, during daytime hours – unless a call reporting a fire is received. Exemptions are in place and can be applied for according to specific circumstances.

For calls that are received, call challenging is in operation by control officers to minimise unnecessary operational mobilisations.

We work with the responsible persons for any premises that are generating false alarms, in order to reduce them. This is undertaken by fire crews who may be supported as necessary by a fire safety inspector. The management of unwanted fire signals and false alarms is also a consideration for inspectors as part of the fire safety audit process.

# WORKFORCE COMPETENCY AND TRAINING

The Protection department uses historic and live data to predict staff turnover, and programmes recruitment and training packages accordingly. The years 2022 to 2024 saw significant staff turnover that has resulted in a need to rebuild inspecting staff levels.

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The same period also saw the need to recruit and train for additional staff to account for new work arising from the introduction of the Building Safety Regulator. A rolling programme of recruitment and training of over one hundred staff has operated from 2023; training of those staff will continue to 2029 while an ongoing process will run on an annual basis to replace any future staff turnover.

The Brigade provides training for fire safety staff from initial competency through to Level 4 Diploma for fire safety inspectors, and to Level 7 (degree) level for fire engineers and allied roles, in accordance with the National Fire Chiefs Council Competency Framework for regulators. This is procured in advance according to projected recruitment needs based on current and historic staff turnover rates and demands for additional staffing required by new legislative requirements such as the Building Safety Regulator.

Progress of staff through their development journey is monitored so that assistance and mentoring, or other necessary action, can be provided as appropriate. This aligns with specific criteria within the Protection

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Fire Standard.. Automation and refinement of reporting mechanisms for monitoring training progress is being developed for roll out during 2026/2027 to assist in improving visibility.

Non-fire safety training in key subjects is provided through wider brigade systems to cover matters including safeguarding, health and safety, IT security and is monitored through those central training systems.

CPD in fire safety and other matters is provided through a variety of routes including self-learning using provided online resources, information published through internal routes within P&P and at brigade level, as well as through professional discussion at departmental, area, and team levels. Additional training courses are sourced according to specific need, such as for those dealing with transport, heritage or health care matters, or work as co-ordinators or mentors.

The Brigade continues to offer training and development in specialist skills and functions, notably the fire engineering discipline, with university courses available each year for candidates from across the Brigade.

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### Operational assurance

A dedicated quality assurance function delivers a planned programme of reviews that interrogate our data systems, identify patterns and outliers, and translate insight into actionable performance improvements. Regular reporting to team leaders and managers supports our aims to ensure compliance with policy, drive consistency across teams, and support targeted interventions where risk and demand are greatest.

The Business Assurance team conducts systematic reviews of our teams, processes and departmental plans, testing governance, risk management and delivery against corporate priorities. We are also subject to regular oversight from MOPAC, providing independent assurance that our work is effective, proportionate and delivers value for the public. This layered assurance model underpins transparency, strengthens public confidence, and ensures our regulatory effort remains focused on outcomes.

We actively seek sector peer challenge to accelerate improvement. Recent reviews with Lancashire and Kent Fire & Rescue Services have provided independent benchmarking, surfaced good practice, and highlighted opportunities to enhance our offer to London's communities.

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### Operational Learning Model

The Prevention and Protection Department includes the Brigade's wholetime Fire Investigation Team, which attends fires of significance to determine their cause and, where appropriate, the reasons for fire spread, in accordance with powers under section 44 of the Fire and Rescue Services Act 2004. A departmental review process is in place for all fatal fires to identify whether new learning can be drawn from any incident.

Both fire investigation and fatal fire review feed into a departmental learning group that meets regularly and disseminates findings to wider LFB learning groups and audiences. The group includes inspectors and policy officers, and its remit covers policy development and review, communications with the wider public, review of international fire safety events, and emerging risks identified through audit or other learning.

LFB learning is fed to national committees and organisations such as CROSS, which is a national reporting system for structural safety concerns.

# IMPROVEMENTS WE WILL MAKE

This improvement helps to deliver Commitment 2 of our Community Risk Management Plan: "We will make it easy for you to access our services".

## 1. Make fire safety information easier to access and use.

- Improve community access to fire safety information by developing and promoting easy-to-use self-service tools and clear signposting, informed by engagement with communities and national fire partners. Emerging risks and learning will be shared to support continuous improvement.

These improvements help to deliver Commitment 3 of our Community Risk Management Plan: "We will adapt our services as your needs change".

## 2. Strengthen learning, policy and training to reduce risk and support safe operations.

- Leveraging our operational learning model, we will more consistently capture, share, and act on learning from prevention and protection activity, both within the London Fire Brigade and nationally. By using lessons learned to continuously improve how we work, we can strengthen our prevention and protection activity and reduce the risk of deaths and injuries.
- Review and strengthen policies on premises information box systems and Personal Emergency Evacuation Plans (PEEPs), and update training materials to ensure they are effective, compliant and support safe operational delivery.



This improvement helps to deliver Commitment 5 of our Community Risk Management Plan: "We will enable our people to be the best they can be, to serve you better".

## 3. Strengthen fire safety planning to target local risk effectively.

- Review and update Fire Safety Team plans to ensure clear priorities, built-in flexibility, and effective targeting of local risks, aligned with workforce capability and borough level risk management arrangements.

## IMPROVEMENTS WE WILL MAKE

This improvement helps to deliver Commitment 7 of our Community Risk Management Plan: "We will be driven by evidence so that our resources give you the value you expect".

These improvements help to deliver Commitment 8 of our Community Risk Management Plan: "We will work with other organisations to secure a safer future for everyone."

### 4. Target fire safety inspections on the highest risk premises.

- Focus fire safety inspections on the highest risk premises, ensuring at least 40% are carried out where the risk is greatest. Strengthen resources and skills to support effective inspection and enforcement and ensure fire safety audits are consistently high quality.
- Work with the London Borough Councils to encourage sign-up to a new joint pan-London enforcement protocol for residential buildings so that processes can be streamlined, enforcement overlaps reduced and all authorities' inspection and enforcement resources can be effectively targeted.

### 5. National leadership and targeted investment to improve building safety.

- Support improvements in building safety standards across the UK and contribute to national guidance, by analysing protection trends arising from complex and modern buildings, and sharing that learning through the Prevention and Protection Learning group.
- The Protection Uplift Grant provides dedicated national funding to help Fire and Rescue Services improve fire protection and building safety, which we will use to deliver the maximum possible safety benefit for London's communities.



# MEASURES OF SUCCESS

London Fire Brigade monitors the performance of its Protect service through a suite of key performance indicators developed as part of the 2023–2029 CRMP.

The CRMP KPIs relevant to our protection activity are:

- Community Satisfaction Ratings.
- Number of fires and casualties from fires.
- Station staff time spent on prevention and protection activity.
- False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings.

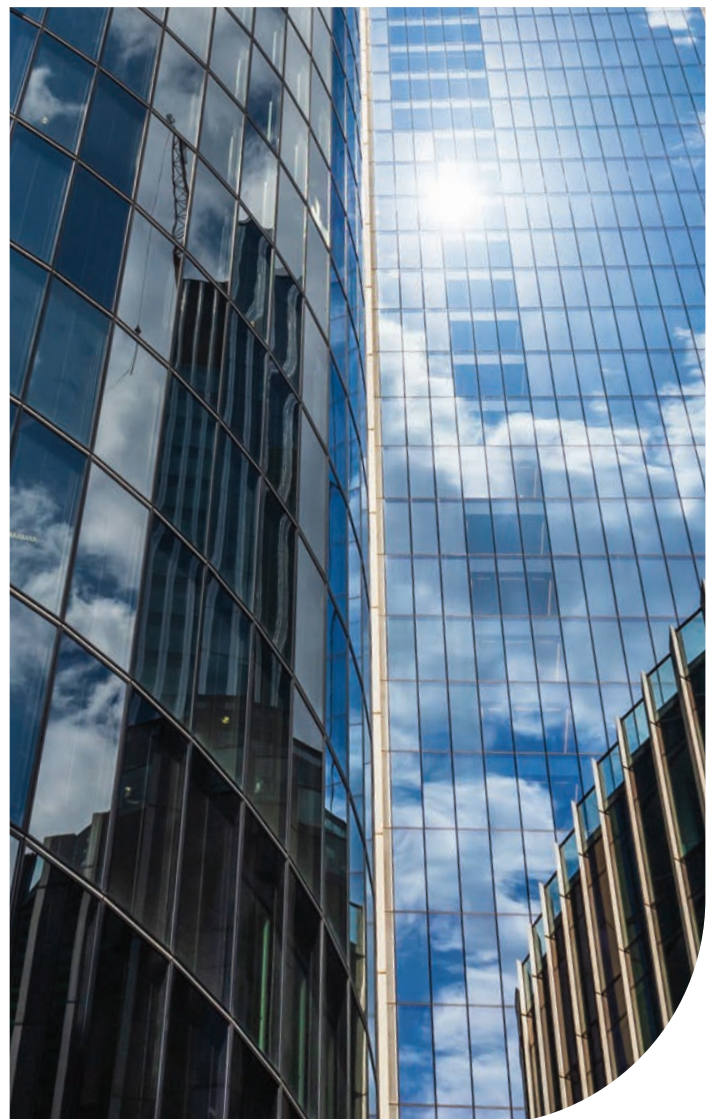
Other Protection KPIs include:

- Alleged fire risks addressed within 3 hours.
- Ratio of high-risk audits completed.

We operate a suite of Power BI reports which allow us to track and report on measures such as the number of audits completed, broken down by property type and risk level, as well as detailed data on enforcement and prosecution actions. We also track our building regulation consultation response times. This data allows us to monitor performance against our risk-based intervention programme, assess compliance with our response time target for alleged fire risks, and evaluate the volume and outcomes of Fire Safety Checks carried out by frontline crews.

LFB recognises the importance of monitoring and evaluating the effectiveness, efficiency and impact of its protection activity. At a corporate level, KPI performance is reported quarterly through a Quarterly Report, which is reviewed by Service Delivery Board, Commissioner's Board, and the Deputy Mayor's Fire Board. Performance data is also reported externally through the London Datastore.

The Protect service improvements outlined in this strategy will be monitored as part of our Service Improvement Framework. This framework uses department, portfolio, borough and station plans to support all change across London Fire Brigade – including complex high-value projects and programmes to continuous improvement work at a department or station level. Progress is reviewed quarterly at local board level and shared with Commissioner's Board.





If you're running a small or medium business, here are the fire safety essentials you need to know. Scan the QR code for our web advice page, which includes specialist advice for your business type or email us at: [businesssupportgroup@london-fire-gov.uk](mailto:businesssupportgroup@london-fire-gov.uk)



LONDON FIRE BRIGADE