



LONDON FIRE BRIGADE

LFC-23-071

Community Engagement Strategy 2023 - 2026

Report to:

Commissioner's Board
Fire and Resilience Board
London Fire Commissioner

Date:

12 July 2023
25 July 2023

Report by:

Donna Peters, Head of Community Engagement – Communications

Report classification:

For decision

For publication

I agree the recommended decision below.

Andy Roe

London Fire Commissioner

Date This decision was remotely signed on 27 July 2023

PART ONE - Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents the LFB Community Engagement Strategy for approval, which supports the Community Risk Management Plan 2023 - 2029.

Recommended Decision

Proposed decision – the London Fire Commissioner

That the London Fire Commissioner approves the Community Engagement Strategy attached at Appendix 1 for publication.

1 Introduction and background

- 1.1 The LFB Community Risk Management Plan (CRMP) 'Your London Fire Brigade' was published on 1 January 2023. To support the CRMP, a suite of strategies will be published, covering the six service strategies: Prevention, Protection and Preparedness, Response, Recovery, Engagement.
- 1.2 The Community Engagement Strategy follows and expands upon the LFB Community Engagement Delivery Plan 2021.

2 Objectives and expected outcomes

- 2.1 The Community Engagement Strategy is a 3-year strategy (with annual review points). It can be found in Appendix 1.
- 2.2 The Community Engagement Strategy will sit underneath the CRMP and outlines the core engagement approach and services across LFB.
- 2.3 The [Community Risk Management Plan - Your London Fire Brigade 2023-2029](#) was shaped and influenced by London's diverse communities. It sets out our plan to deliver LFB services, so that we can be trusted to serve and protect London. The plan sets out four new pillars, eight new commitments, and three new service areas. The Community Engagement Strategy delivers to the 'Engaging with you' pillar and commitments and introduces a new service area: Engagement. This strategy sets out how we will achieve meaningful community engagement, through the following strategic objectives:
 1. To achieve equality of service access and delivery across London's diverse communities.
 2. To build opportunities for co-production in service design and delivery, and to ensure that lessons learnt from communities' experiences are embedded into future service design.
 3. To provide the strategic framework for community engagement across the Brigade, including borough level engagement and post-incident response.
 4. To support the Brigade's desired cultural shift, expressed within Your London Fire Brigade, to be community-led and work with communities with lived experience, civil society, community, faith, and voluntary groups to shape and deliver services that meet individual and community needs.
- 2.4 The intended audience for Service Strategies are subject matter experts (SME) and because the Community Engagement Strategy's focus is communities and external community facing SME's it is expected to speak to both internal and external SMEs. The Strategy will also be a useful tool for our key partner organisations, including representative community groups. Communications will also support the development of a high-level understanding of the service strategies among staff.

2.5 All the service strategies will follow the same format and be published in a design format. Some final editing will be required to align all the strategies to the standard format and proof reading will be done at that stage.

3 Equality comments

3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 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.

3.2 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.

3.3 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, and sexual orientation.

3.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

3.5 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:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- 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.
- 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.

3.6 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.

3.7 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:

- tackle prejudice
- promote understanding.

3.8 This strategy is driven by the Community Risk Management Plan and the Assessment of Risk, both of which have an assessment of their equalities impact. The strategy identifies the

services and actions that will be taken to mitigate the impact of risk on the communities LFB serves, informed by an understanding from the equalities impacts about communities that are disproportionately affected by risk. Equality impact assessments are also undertaken at the delivery level, for example, to shape the activities and engagement at a local level through the borough risk management plans. As a result, there is no equalities impact assessment on this strategy.

4 Other considerations

Workforce comments

4.1 None

Sustainability comments

4.2 Where any new policies and/or corporate projects arise, they are subject to the Brigade's sustainable development impact assessment process.

Procurement comments

4.3 There are no immediate procurement impacts. Once the plans have been more clearly defined, there may be a requirement for the provision of some support services contractually. Once these are defined, officers will work to ensure compliant provision and value for money. The Professional Services Category support this team and hold client liaison sessions on a periodic basis.

Communications comments

4.4 There will be a need for regular comms across the commitments set out in the Community Engagement Strategy.

4.5 As set out in the LFB Communications and Engagement Strategy 2023, communications activity will be designed to support the delivery of the Community Engagement Strategy over its lifetime. This includes regular newsletters for interested community members, and the provision of clear and accessible information on our engagement activities.

5. Financial comments

5.1 This report presents the Community Engagement Strategy for approval. The Community Engagement Strategy is a 3-year strategy which will sit underneath the CRMP and outlines the core engagement approach and services across LFB.

5.2 Within the Community Engagement Strategy there are multiple commitments to help deliver a number of outcomes, most notably for increased and sustainable engagement of London's diverse communities across strategic planning, response, and recovery.

5.3 Each of these commitments includes a change in the way the service is delivered and it is expected that these will be delivered within existing resources. There will be both savings and investments required in different areas in meeting those commitments.

5.4 Should any requirement for additional resources be identified during the life of the Strategy a business case for these resources would be required, and this would then be considered as part of the budget process and the governance arrangements. As part of this consideration there would be an expectation that any flexibility within existing resources would be used where appropriate before submitting any bid for additional resource.

5.5 Work is ongoing more widely between Finance and Transformation to assess how the CRMP will be resourced (financially and non-financially) and the timing of doing so across the length of the CRMP so there is longer term planning in place. As part of this, the Community Engagement Strategy will be a part of that piece of work.

6. Legal comments

- 6.1 This report seeks the LFC's approval of the LFB Community Engagement Strategy ('Strategy') set out at Appendix 1. The Strategy supports the Community Risk Management Plan.
- 6.2 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("LFC") is established as a corporation sole with the Mayor appointing the occupant of that office.
- 6.3 Section 1 of the Fire and Rescue Services Act 2004 states that the LFC is the fire and rescue authority for Greater London.
- 6.4 Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the LFC specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 6.5 By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 6.6 Paragraph 3.1 of Part 3 of the said direction requires the LFC to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on (inter alia) any "[c] 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)".
- 6.7 The decisions recommended in this report are considered to be 'novel, contentious or repercussive' and therefore the Deputy Mayor must be consulted before a final decision is taken.
- 6.8 When carrying out his functions, the LFC is required to "have regard" to the Fire and Rescue National Framework prepared by the Secretary of State ("Framework") (Fire and Rescue Service Act 2004, section 21).
- 6.9 The production of an Integrated Risk Management Plan (IRMP) is a requirement of the Framework. In line with guidance from the National Fire Chiefs' Council, the LFC refers to the IRMP as a Community Risk Management Plan (CRMP).
- 6.10 The Strategy attached to this report is identified and aligns with the CRMP and sets out the LFC's proposals for Community Engagement.

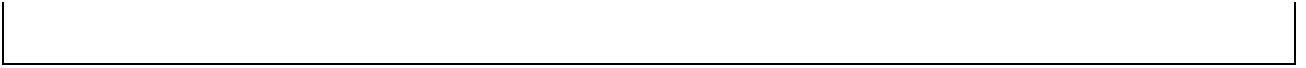
List of appendices

| Appendix | Title | Open or confidential* |
|----------|---|-----------------------|
| 1 | Community Engagement Strategy (separate document) | Open |
| | | |

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO



Community Engagement Strategy 2023-2026

1. Strategic Ambition

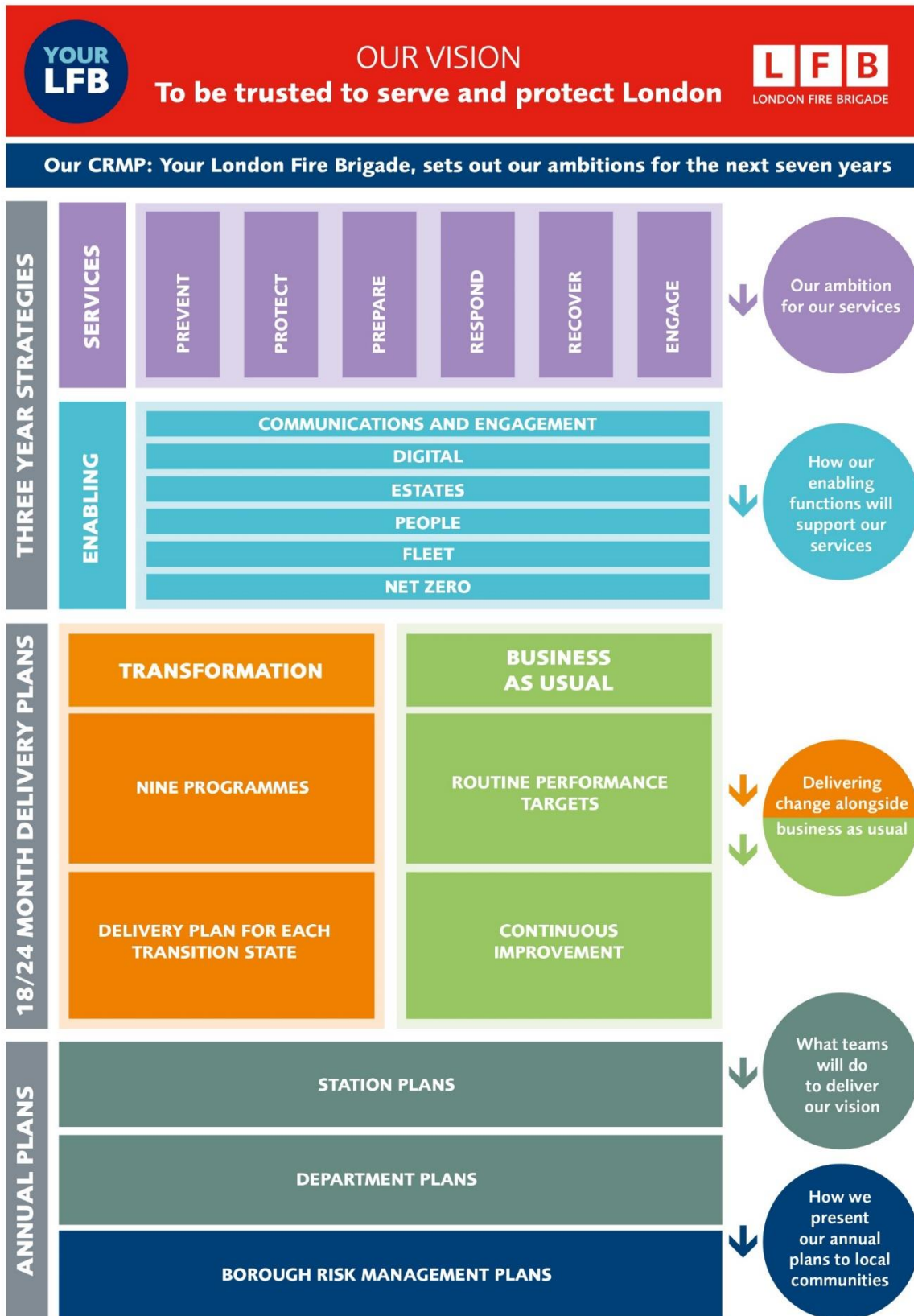
CRMP

The London Fire Commissioner's strategic ambition for London Fire Brigade (LFB) is to be trusted to serve and protect London. How we will achieve that is set out in our Community Risk Management Plan (CRMP), which is our Integrated Risk Management Plan, in accordance with the requirements placed on us by the requirements of the Fire and Rescue National Framework for England. Protection is one of the six services that will support delivery of that strategic ambition. There will be a strategy for each of those services which will provide more detail on our ambition for that service.

The services strategies work together to deliver integrated management of the risks identified in our Assessment of Risk (AoR). There are connections between them and as we develop our approach to these strategies, we expect these links to become stronger. They are all three-year rolling strategies that we will review each year, once we have completed our annual revision of the AoR.

The CRMP seeks to make the Brigade more community-focussed and service-led. By this we mean firstly, that we will not only seek to make people safer, but also to feel safer and to do that we will engage with communities to better understand their lived experience and how it can shape our services. Service-led means that we will focus our support functions and internal services on enabling our front-line staff to deliver the services set out in these strategies; we refer to these as our enabling strategies.

All of our strategies are delivered through delivery plans, which exist at a corporate, department, borough and station level. Projects and initiatives that are intended to deliver transformative change are managed through the programmes in our change portfolio. This diagram sets out that relationship.



Strategic objectives:

It is with great pleasure that we set out our strategy for meaningful community engagement over the next three years. This strategy builds on the Community Engagement Delivery Plan 2021-2023,¹ which introduced a change in approach to engagement and tested the Brigade's readiness for this new approach to community engagement. The subsequent findings paper captured the depth and breadth of learning and aspirations for co-production with London's diverse communities.² This strategy seeks to deliver on the challenge set by communities for LFB to deliver services in an equitable and transparent way, keeping Londoners and those affected by our services at the heart of our decision-making processes.

We want to acknowledge and thank the many communities that have helped us in the development of this Community Engagement Strategy, many of whom have faced the most devastating of life experiences. This includes Grenfell bereaved and survivors, and other communities who have lived experience of LFB services and who are seldom heard and often overlooked. In addition, much collaboration and learning has taken place from major incidents, including the Wennington and New Providence Wharf fires. We recognise that there is much to do to ensure that London's diverse communities' rights, hopes and aspirations are met.

We acknowledge that we are at the beginning stages of the journey. We are dedicated to delivering the commitments set out in the CRMP: Your London Fire Brigade and we recognise the huge responsibility to deliver for London.

In April 2023, the LFB Community Engagement Team became a permanent service fixture. The team is made up of skilled and experienced community engagement practitioners who will support the delivery of this plan and operate as subject matter experts, supporting the Brigade to grow in its capabilities and capacity to deliver community engagement, operating as a hub of excellence, and ensuring that the voice of the community remains a priority.

The [Community Risk Management Plan - Your London Fire Brigade 2023-2029](#) was shaped and influenced by London's diverse communities. It sets out our plan to deliver LFB services, so that we can be trusted to serve and protect London. The plan sets out four new pillars, eight new commitments, and three new service areas. The Community Engagement Strategy delivers to the 'Engaging with you' pillar and commitments and introduces a new service area: Engagement. This strategy sets out how we will achieve meaningful community engagement, through the following strategic objectives:

- To achieve equality of service access and delivery across London's diverse communities.
- To build opportunities for co-production in service design and delivery, and to ensure that lessons learnt from communities' experiences are embedded into future service design.
- To provide the strategic framework for community engagement across the Brigade, including borough level engagement and post-incident response.
- To support the Brigade's desired cultural shift, expressed within Your London Fire Brigade, to be community-led and work with communities with lived experience, civil society, community,

¹ London Fire Brigade Community Engagement Delivery Plan January 2021 – January 2023 [[Community Engagement Delivery Plan January 2021- January 2023.docx](#)]

² [LFB Community Engagement pilot midterm event and polling outcome report May 2021.pdf](#)

faith, and voluntary groups to shape and deliver services that meet individual and community needs.

Our Definition of Community Engagement:

Community engagement seeks to bring together people who are affected by an issue to problem-solve and develop new ways of working and meet the needs of the community. Community engagement recognises that solutions to service delivery must be found in partnership and collaboration and be co-produced with the community.

Community engagement must be accessible and value the input of all community members, whilst breaking through the barriers of injustice and removing power imbalances for communities to influence the services we deliver. This includes marginalised, seldom heard, underserved, and underrepresented communities.

Community engagement involves a spectrum of activity that engages, creates platforms for open dialogue, and creates and builds lasting relationships and legacy. It is a platform that sees the community as an equal partner and asset, not as the problem. Where we get to see through the lens of the community.

2. Context

Assessment of Risk

The CRMP is based on a combination of the Assessment of Risk (AoR) and our understanding of what our communities want to see from their local fire service. Engagement activities have been set out later on in this strategy in line with the CRMP commitments. In addition, the AoR sets out where we need to be focusing our resources. This Engagement Strategy sets out how we will invest in community engagement to understand how different communities experience these risks and focus our resources on those who are most vulnerable to inform our prevention, protection and response activities.

Composite Summary of highest risks from Brigade data (black text) and London Risk Register (white text)

| | | | | | | |
|--|------------------|--|--|--|---|--|
| | 5 | Fire involving warehouses and bulk storage Fire involving manufacturing and processing plants | Fire involving landfill or wasteland | | Fire involving purpose-built flats | |
| | Consequence 4 | | L54b Fires in large public and commercial buildings | Fire involving converted flats or HMOs Fire involving care homes and specialised living | | |

| | | | | | | |
|--|------------|---|---|--|--|---|
| | 3 | | | Fire involving offices and call centres* Fire involving short stay accommodation* Fire involving retail outlets* Fire involving food and drink outlets* | Fire involving: private garages and sheds R54 Major Fire L54a Fires in purpose built high-rise flats | |
| | 2 | | | | | |
| | 1 | | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| | Likelihood | | | | | |

Public sector equality duty:

When carrying out their functions, public authorities are under a legal duty to have regard to the need to eliminate discrimination, harassment and victimisation. Public services must also have regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it (Section 149 Equality Act 2010_).

In addition, as a public service LFB is bound by the Human Rights Act 1998, which gives further effect under UK law to the rights and freedoms guaranteed under the European Convention on Human Rights. As such, we have a duty to ensure that our policies and decisions do not infringe on these rights, either directly or indirectly.

The Grenfell Tower Fire:

The learning from the Grenfell Tower Inquiry clearly reflects the importance of listening to residents' voices. We must never forget the Grenfell Tower fire, which was a national tragedy and we must take every opportunity to learn from it. We must do all we can to co-produce solutions with communities that are affected by our services and step in where we are needed.

The ongoing pursuit for justice:

- The Grenfell community are campaigning for truth and justice.
- The police investigation (Operation Northleigh) has yet to be concluded.
- The Grenfell Tower Inquiry Phase 2 report and recommendations are due in 2024.
- LFB are fully engaging with restorative justice. The consultation for the community restorative justice proposal will be due to take place in 2023, and Testimony Week is due to take place in 2024.
- Campaigning for building safety and housing reform continues, and the changes impact the community engagement work we deliver.

This strategy will be revised in line with Phase 2 recommendations when they are published as expected next year, and to reflect changes in building safety and housing reform.

Meeting the Mayor's priorities:

The CRMP: Your London Fire Brigade lays out LFB’s plan to support the mayor’s priorities. This includes to “be community-focused and service-led”, to:

- Build strong and inclusive communities through better community engagement, putting firefighters at the heart of the communities they serve to promote fairness and equality.
- Make the best use of our fire stations by opening them up to the public, ensuring they are inclusive buildings, where every Londoner feels safe.

This community engagement strategy supports the achievement of these goals, through the expansion and improvement of LFB’s community engagement, with the voices of diverse Londoners at the heart of this engagement work.

National Fire Chiefs Council (NFCC) – Stakeholder and Public Engagement:

This community engagement strategy aligns with and supports the [NFCC guidance](#) to deliver more consistent consultation and engagement activities.

The Culture Review:

In November 2022, the Independent Culture Review found LFB to be institutionally racist and misogynistic and that that LGBTQ+ staff and people who are neurologically diverse are treated unfavourably compared to others. The Review gave twenty-three recommendations. Whilst the Review did not find any evidence of these behaviours in our operational response, and public opinion polling shows a good level of trust in LFB, the most recent public opinion polling has found a significant drop of³ 4% in public perception of the Brigade. The Brigade must work to restore and ensure the public confidence of London's communities, and advance the opportunity of those communities who have protected characteristics, many of whom would have faced discrimination and prejudice in their lifetime.

Our communities continue to face challenging times with the legacy of COVID-19 still felt, the cost-of-living crisis, and concerns relating to building safety and housing reform. There is a wellbeing crisis, and we must be mindful that for many communities there is a feeling of discontent and fatigue.

The Charter for Families Bereaved through Public Tragedy:

In 2022 the LFC signed [The Charter for Families Bereaved through Public Tragedy](#), known as the Hillsborough Charter. This brings another layer of commitment to how we will show up for our communities. In addition, we commit to:

1. Being bold and courageous in a community-centred way in the aftermath of a major incident, in line with Hillsborough Charter.
2. Implement the learning from the Grenfell communities on community engagement in the aftermath of an incident.
3. Deliver an equitable local offer that recognises multiple disadvantaged communities and minority groups.
4. Moving the service offer from the space from “doing to” to “doing with”.
5. Recognising local responsibility to support the building of strong, resilient communities and civil society.
6. Making every community contact count, reflecting on our impact.

3. Where We Are Now

We are in a stronger position and primed to engage with London's communities with a renewed community focus, having learned what works from the pilots.

Learning from the pilots:

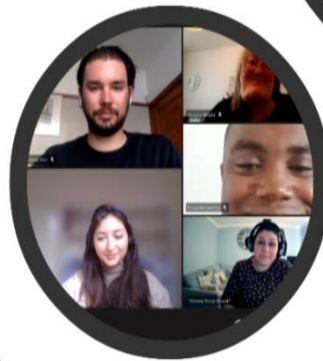
In 2021 the Community Engagement Delivery Plan set out our ambitious plan to deliver strategic community engagement and co-production. The plan allowed for a greater understanding of the Brigade's capabilities around community engagement, working with nine pilot boroughs mobilising engagement and measuring the outcomes. The pilots were a great success and gave an excellent opportunity to test our readiness to deliver meaningful community engagement, as well as giving the opportunity to develop the new CRMP: Your London Fire Brigade, the Community Forum, and this strategy.

Learning and co-producing with communities during the pilots:

We engaged with many communities during this time, communities who worked with us and were essential to helping us in our journey of engagement and co-production:

Communities told us:

- Communities want to be involved in service design and finding local solutions
- Transparency matters
- what we do in the aftermath of an incident matters
- Meaningfully engaging – underrepresented communities builds out assumptions and ensure better outcomes
- Assertive engagement as a necessity creates opportunities to engage past the usual suspects and increases diversity
- LFB must build out negative thinking states that form barriers to meaningful engagement
- Our communities ask great questions + genuine curiosity + high expectations + diverse community = Healthier conversations and smart outcomes



Hearing and learning from LFB staff teams across the Brigade, throughout the pilot:

Feedback from teams involved in the pilot was critical to learning how to mobilise meaningful engagement. Below is an overview of the staff feedback:

- **Community engagement training needed** - more support around how to
- **Low levels of understanding of assertive engagement** - Several individuals expressed a

actively and assertively engage with members of the community.

- **Targeted learning opportunities**, with accredited option.
- **Understanding the value of diversity** - Some found it difficult to understand the need for or value of engaging minority groups.
- **Timeline** - Time is pressured and with several competing priorities, additional resources including dedicated people power is needed to deliver community engagement meaningfully.

lack of confidence around community engagement with seldom heard communities and those who have experienced trauma.

- We heard statements like, “they need to meet us halfway” or “we want the communities to love us”.
- **Understanding the value of community engagement and measuring our impact** - The Brigade’s current measurements are public shows of gratitude or affection, and levels of resources deployed.

The Community Engagement Team’s Role:

The work of the Community Engagement Team is to support the Brigade’s strategic and local community engagement. Reaching into local networks (mutual aid, civil society, local and central government, and private sector – including businesses) to lay the foundations for better targeted community partnerships, with the goal of achieving empowered and engaged communities. The team will assist, assure, and underpin the work across the Brigade by being a centre of good practice for engagement methods, operating as the corporate memory for community engagement and consultations, and ensuring governance systems are in place for safe practice.

We will adopt a service approach with LFB, so that departments delivering change have easy access to community engagement support and targeted engagement plans in support of each initiative. However, most of the community-facing work will be delivered by operational colleagues working directly in the community.

The Community Engagement Team focuses on growing the Brigade’s skills, capability, community engagement capacity, and engagement capital, as well as designing engagement solutions. The Community Engagement Team will work with community equity groups to deliver community-led learning and growth opportunities.

Where there is conflict, the Community Engagement Team seeks to co-design conflict resolution solutions, and where necessary and agreed, will deploy restorative justice and mediation.

The LFB Community Engagement Model:

- The LFB Community Engagement Model is rooted in evidenced-based best practice, and is community and person centred, as well as strength and asset based.
- Our plans and services are routed in participatory practices. We provide equality of opportunity and fully engage with civic engagement and social action.
- Where there are emerging community engagement models, we are curious and bold.
- Our engagement is at the earliest possible point, recognising that this might be difficult and sometimes in moments of distress for our communities, but we have heard loud and clear from our communities that they want this from us.
- Our engagement is trauma-informed and centred in reflective practice.

- We are data and equality driven, we seek to understand the impact of our services, and we look to drive out inequality where it may be found to exist.
- We measure the impact of our engagement activities, using evidence-based frameworks.
- The Brigade has much to offer locally – including the use of the Brigade’s community spaces, community safety, and young persons’ provision – and has a key role to play in place shaping, building local partnerships, and forming cohesive, stronger, and resilient communities.

4. What We Will Improve

The Community Engagement Services we will deliver in 2023-2026:

The CRMP: Your London Fire Brigade sets out our purpose and vision to be: *‘trusted to serve and protect London and we want to make sure we are doing that in a way that makes sense to all the people who live in, work in, and visit London. We want to work in the heart of the communities we serve to help keep Londoners safe.’*

This strategy sets out the services we will deliver to achieve this.

Community Engagement delivers a service approach alongside several strategic service initiatives over the lifetime of this strategy.

Alongside Prevention, Protection, Preparedness, Response, and Recovery services, Engagement is a golden thread throughout our services and is key to achieving the ambitions set out in the CRMP: Your London Fire Brigade. The services we will deliver include:

1. Local engagement delivering to the Borough Risk Management Plan (BRMP).
2. Co-production, producing our work with communities and understanding the risks they face.
3. Recovery - CE response to significant major incidents and fatal fires.
4. Measuring the Brigade’s impact, including public opinion polling and developing and embedding the LFB social impact tool.
5. Grenfell community engagement.
6. Brigade’s consultative and consultation activities.

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|---|
| Commitment 1 |
| In this commitment, we will work with you to provide localised services that meet your needs. |
| We want to not just influence partnerships with other organisations but also lead them. |
| We want to formalise the way we partner with other organisations, such as housing associations, carers’ organisations, health and social care providers, day centres, and voluntary bodies, so we can easily work with them to improve the safety of the people they support. |
| We also want to shape policy and improve effectiveness through these partnerships. It is vital we gain an understanding of the built environment and risk across London to support |

wider societal priorities such as sustainability.

How we will deliver commitments in Your LFB

Empower local Brigade leadership – Introduce Local Risk Management Plans, which will be co-designed with local residents and business, to enable fire stations to have greater control and influence to adapt **prevention** and **protection** activities to local risks.

Our ambition is that these plans are locally owned and co-produced with communities. The plan describes local risks and how we will deliver our London-wide strategy (Your London Fire Brigade) through localised provision, and our intention to work with local communities to make London safer.

What we will deliver:

We will deliver a program of support, skills building and quality assurance that will underpin the delivery of:

- Localised Equality Impact Assessments (EIA) – The EIA will ensure that communities with protected characteristics are not disadvantaged by our plans and that due regard is had to advancement of opportunity and that communities are engaged in designing our plans.
- Stakeholder map – this will ensure that the right people are engaged in line with the EIA, and ensure handover, legacy, and institutional memory.
- Locally owned engagement plan which reflects the engagement carried out to co-produce Borough Risk Management Plans
- Localised engagement will support the recruitment to LFB’s Community Forum and additional Youth Forum.

Local community engagement – Community engagement sessions will run in each local area to enable us to better target prevention and protection activities to reach you and all of London’s diverse communities.

Measuring the impact of CE Local engagement planning:

- We will include measures to the Brigade’s enterprise assurance framework and will measure engagement plans.
- We will review all plans and develop improvement plans and feedback mechanisms.
- We will create and monitor BRMP engagement events feedback tools to hear from attendees of events.
- We will attend a minimum of 20% of all engagement activities and operate as a

| | |
|--|--|
| | <p>critical friend in devising improvement plans and delivering successful engagement activities.</p> <ul style="list-style-type: none"> • Borough management teams will be allocated a community engagement lead to support local engagement activities. |
|--|--|

Our plans to engage with the Grenfell community

Our aims:

Six years on since the Grenfell Tower fire, and the bereaved and survivors are still fighting for justice. We will operate within the [Charter for Families Bereaved through Public Tragedy](#), placing their needs, wants, and expectations at the centre of our decision-making processes. Our commitment remains focused on providing community-driven and trauma-informed engagement, recognising that our strategy cannot be a one size fits all offer. The bereaved, next-of-kin, survivors, and the wider community must have an offer of involvement and equitable access. Since the Grenfell Tower fire there has been a development of over 330 groups with Grenfell in the title. We have established a relationship with several representative groups, and our aim is to:

- Strengthen relationships with established representative groups.
- Work within the principle of “avoid exposing people to additional harm” through LFB’s actions, or “do no harm”.
- Remain in a position of candour, accountability, and transparency.
- Develop a co-produced engagement plan tailored to groups’ and individuals’ areas of concern.
- Work with individuals, and with representatives with the ongoing consent of affected individuals.
- Ensure our Grenfell engagement plans are bereaved, and survivor driven.

We will:

- We will deliver an independently run consultation regarding the Grenfell restorative justice offer, to ensure we understand the needs, wants, and expectations of the Grenfell community.
- We will develop a timetable of visits that showcase LFB learning in an accessible, transparent, and honest manner.
- We will develop individual engagement plans that will reflect the areas of interest, needs, wants, and expectations of the bereaved and survivors, and invite involvement to our culture change and improvement plans.
- We will schedule meetings with senior members of LFB which allow for scrutiny, accountability, and transparency.
- We will seek to localise engagement, separating this out from the wider strategic engagement offer.
- All engagement plans will be co-produced with the bereaved and survivors and will be revised yearly.

LFB Community Forum

Our aim:

The Community Forum launched in 2022, with the purpose to operate as a sounding board for LFB, representing the views and opinions of Londoners, including underrepresented and seldom heard communities, and those with lived experience of using LFB's services. The Community Forum acts as a critical friend and supports a culture of co-production and meaningful community engagement.

We aim to ensure that the Forum is embedded as business-as-usual throughout the lifetime of the strategy.

We will ensure that the Community Forum is an essential part of our organisational thinking and decision-making processes.

What we will deliver:

- We will deliver succession planning that ensures that the forum is representative of seldom heard and underrepresented voices.
- We will create a framework and process for a community forum model for the future that will deliver localised community forums to operate as local sounding boards.
- We will promote autonomy for the forum to set the agenda to ensure that community concern remains at the driving seat of the forum's agenda, alongside the agreed six areas of influence:
 - Guiding LFB's new strategy and Community Risk Management Plan.
 - Equality Impact Assessment Panel.
 - Community Safety Plans.
 - Involvement in Borough Commander and senior management selection process.
 - Involvement with project specific work, such as the culture review.
 - Acting as a sounding board for other areas.
- We will implement a new allowances policy to ensure that members of the forum are reimbursed for the sharing of their expertise and time commitment, and in recognition of out-of-pocket expenses.
- We will publish a bimonthly newsletter that will update on community facing activities and keep the community informed.
- We will work with youth services to co-produce a young person's forum.

Commitment 3

In this commitment, we want to become more proactive and flexible.

We want to meet you and your communities' evolving needs, while predicting future needs.

We will also deliver a fit-for-purpose service based on evidence. This will improve our ability to respond to new risks such as those relating to the built environment and climate change.

How we will deliver commitments in Your LFB

Future fit – We will look to the future to ensure we are able to adapt our prevention, protection, and response services to the evolving needs of London's communities.

LFB will continue to be outward facing and to learn from national, international, and multi-sector experience to review our own practices and wherever possible adapt our capabilities to face emerging and future threats and hazards.

Further Improvements

CE Response to significant, major incidents and fatal fires

Our aim:

We aim to ensure that people who experience our services in the most devastating and unforeseen circumstances and at times of heightened trauma, distress, and concern are listened to, and offered reassurance and services at their point of need.

What we will deliver:

- We will develop an after-an-incident strategy, which will introduce a Community Impact Assessment and we measure outcomes for communities affected by incidents.
- We will introduce new training and will embed community liaison services delivering 50 fully trained LFB staff over the lifetime of this plan.
- Over the lifetime of this plan, we will work collaboratively with local authorities and partners to map out support services and provisions across London for people impacted by fire and serious incidents and create a database of support services for signposting and referral purposes.
- We will work to identify a partner to establish a peer-to-peer support group for people impacted by fire – this will be established by year two of this plan.
- We will engage with emergency services and community engagement teams nationally and internationally to learn from engagement approaches after major incidents; to embed learning and good practice from lessons learned and approaches to community engagement.
- We will seek opportunities to test and embed good practice by embedding the LFB community engagement response into major training exercises, working with the London resilience team and networks.
- We will seek to introduce a space for recording whether community engagement support was offered and whether it was subsequently utilised, within the internal incident management system.
- We will deliver a restorative justice framework and will work to have equitable conversations that resolve conflict, build relationships, and repair harm.

Measuring the impact of CE Response to significant, major incidents and fatal fires:

- We will develop a tool with HACT that will measure the social impact and outcomes of those who engage with the aftermath of an incident's services.
- We will identify a university to research and work with us to measure the impact of our work and ensure that our work is trauma informed.

Knife Violence Position Statement:

- We will support the delivery of work with communities impacted by knife violence.
- Our approach will remain co-produced, to ensure impact and accessibility.
- Our services will be targeted to ensure they meet the needs of communities impacted by knife violence and ensure that we show up for communities at their point of need.

Commitment 5

In this commitment, we will be learning from you to develop a shared understanding of excellence.

We want to better train and equip our staff to provide you with the services that you need.

We will do this by investing in them through modern training systems and assets.

We will improve the provision of our **prevention, protection, and response services** by developing, tracking, and allocating skills, capability, and experience according to need and risk.

How we will deliver commitments in Your LFB

Further Improvements

CE Skills Framework Model

Our aim:

We have mapped out LFB departments who deliver community-facing activities and the roles they play in the community and have developed a skills framework to focus on building the Brigade's capabilities in delivering community engagement activities. The aim is to ensure that the Brigade has a joined-up understanding and approach when delivering community engagement, and delivers high standards, making every contact matter and rooted in person-centred engagement and best practice.

The LFB Community Engagement Team are highly skilled, trained community engagement and liaison practitioners. To remain effective in the practice of engagement they receive monthly team clinical supervision.

What we will deliver:

- We will deliver a Brigade-wide approach to community engagement.
- We will register as an OCN accredited centre and deliver accreditation in advanced community engagement.
- We will train 200 Brigade personnel in effective engagement, through a series of community engagement practice workshops.
- We will commission or deliver a series of co-produced workshops, training opportunities, community learning and listening opportunities (bringing the outside lens in), and create a community led approach to learning.
- We will explore opportunity to use FRS and light duties colleagues expanding their roles to support community engagement activities. We will work closely with this team and create a reporting structure. The trained personnel will have the added community engagement liaison responsibilities.
- We will train several operational staff per station (on a train-the-trainer basis) to support CE activities.

Commitment 7

In this commitment, we respond to Londoners' expectations by improving our efficiency, knowing what works, and using your money effectively to improve your safety.

We will do this by moving from being very experience-led to becoming more evidence-led.

We want to improve workforce productivity and use this to achieve more efficient and effective use of our resources and risk management.

We also want to drive efficiencies that support value-for-money and enable us to re-invest efforts to enhance the effectiveness of frontline delivery.

How we will deliver commitments in Your LFB

Further Improvements

Measuring the Brigade's impact, developing and embedding the HACT tool

Our aim:

The HACT social impact tool is a framework for understanding, valuing, and improving social value outcomes associated with community engagement activities.

We will introduce evidence-based measurements to evaluate the services we deliver, to design out the measuring of our success. These include the revision of the HACT social impact tool, running public opinion polling, and the delivery of consultations and engagement activities such as focus groups. We want to ensure that we hear the voice of the community as a golden thread through all our community facing activities and embed co-production as a normalised activity, so that we are able to understand the true impact of services.

What we will deliver:

- We will deliver a revised social impact tool, which will provide a seamless user journey and have a newly developed fire service specific question. In collaboration with HACT, we will review the LFB social impact tool implemented in 2021 and identify opportunities to refine the approach to ensure it supports data collection and measurement of social value.
- The refined approach will incorporate a framework that is intended to capture the breadth of our community facing services and engagement activities, including after an incident community liaison, fire safety prevention services, community engagement events, involvement, and feedback opportunities.
- We will run public opinion polling, at a minimum frequency of twice a year, and when needed after a significant major incident or matter of global or national importance/concern. This will measure trust and confidence in the Brigade.
- We will deliver a centre of excellence for the Brigade's consultation and engagement activities. We will design a process that is based on early engagement and allows for co-production in the design and delivery of our consultations.

5. Measuring Success

Our work will be fully evaluated, using a range of methods and platforms, and will utilise peer to peer evaluation.