



LFB Service Strategies 2026 (Prepare, Prevent, Protect, Respond, Recover)

Report to:

Date:

Commissioner's Board	14 April 2026
Deputy Mayor's Fire Board.....	28 April 2026
Audit Committee	5 May 2026
London Fire Commissioner	

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Authorising Head of Service:

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Report classification:

For decision

For publication

Values met

- Service
- Integrity
- Teamwork
- Equity
- Courage
- Learning

I agree the recommended decision below.

Jonathan Smith
London Fire Commissioner

**This decision was remotely
Date signed on 5 May 2026**

PART ONE

Non-confidential facts and advice to the decision-maker

This report presents the five revised Service Strategies for approval. These strategies continue to support the Community Risk Management Plan (CRMP) 2023 'Your London Fire Brigade':

- Prepare Service Strategy 2026-2029
- Prevent Service Strategy 2026-2029
- Protect Service Strategy 2026-2029
- Respond Service Strategy 2026-2029
- Recover Service Strategy 2026-2029

Executive Summary

This report introduces the five revised Service Strategies covering the period 2026 – 2029 and seeks approval for their publication.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves the five revised Service Strategies attached in Appendices 2 to 6 prior to publication.

1 Introduction and background

1.1 The London Fire Brigade's (LFB) Community Risk Management Plan (CRMP) *Your London Fire Brigade* was published on 1 January 2023. It highlighted areas where LFB aimed to improve its service offering; consequently, in addition to Respond, Prevent & Protect, three new services were introduced and a suite of accompanying service strategies was issued, covering the period through to 2026.

1.2 With the current strategy period now approaching completion, focus is shifting to the launch of the next three-year strategic cycle. As two of the service strategies expire slightly earlier than the others, five have been reviewed and revised simultaneously to allow for a consistent and aligned approach to the launch of the new documents. The Engage Service Strategy is now covered by the recently developed corporate Communications and Engagement strategy and is not in scope for this paper. The five strategies that have been revised and are submitted for approval are:

- Prepare
- Prevent
- Protect
- Respond
- Recover

1.3 The new service strategies span a three-year period, covering April 2026 to March 2029, to align with the end of the current CRMP. They have been developed by the Strategy and Planning team in collaboration with the Deputy Commissioner for Preparedness and Response; the Deputy Commissioner for Prevention, Protection and Operational Policy; the Assistant Commissioner (AC) for Prevention and Protection; the AC for Fire Stations and the AC for Operational Resilience and Control; subject-matter experts across their directorates; and with support from the Communications and Engagement directorate.

1.4 All actions from the previous service strategies' action plans have been captured and categorised as service deliverables as part of the work to launch the new Service Improvement Tool (SIT), which will be proposed for agreement at Commissioner's Board in June this year. In some cases, deliverables have been re-framed to more closely align to LFB's strategic direction and have been taken forward into the new strategies; some have been closed where they have already been completed; and those that remain in progress will continue to be monitored via reporting to the new Service Improvement Board, which will replace the current Portfolio Board. This change of Board name, make-up and terms of reference is part of a wider piece of governance work that will be reported to Commissioner's Board in due course. This enables a formal closure of those previous service strategies.

1.5 Appendix 1 highlights a selection of key actions delivered since the inception of the current service strategies. This represents only a sample of activity, not an exhaustive list.

2 Objectives and expected outcomes

2.1 The new Service Strategies have been structured in a fresh format to serve as clear reference documents that reflect the current reality of each service. They provide an operational overview of the relevant service, followed by a separate section outlining planned improvements over the next three years. Each strategy also includes an introduction to the service and what it means for Londoners, as well as the principles that underpin it. All five strategies follow the same format and are designed to be visually engaging in a similar style to the CRMP.

2.2 In contrast to the previous service strategies, the intended audience is primarily our communities and stakeholders - with internal LFB staff as a secondary audience. These documents have

therefore been written at a high-level, with clear jargon-free descriptions.

- 2.3 The improvements articulated in each of the strategies are derived from the directorate and departmental deliverables articulated within the SIT and do not contain details as to how they will be delivered.
- 2.4 The strategies will be reviewed eighteen months into their three-year cycle, with a refresh undertaken if required. The annual Assessment of Risk will also act as a trigger for review.

3 Values Comments

3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

3.2 The Brigade values are:

- Service: we put the public first
- Integrity: we act with honesty
- Teamwork: we work together and include everyone
- Equity: we treat everyone fairly according to their needs
- Courage: we step up to the challenge
- Learning: we listen so that we can improve

3.3 The strategies are shaped by LFB's core values, ensuring that our commitment to Service, Integrity, Teamwork, Equity, Courage and Learning is embedded throughout our strategic intent.

- They demonstrate Service through a focus on delivering positive outcomes for Londoners.
- Integrity is reflected in the emphasis on transparent decision-making and evidence-based planning.
- Teamwork underpins the collaborative approaches set out in each strategy, recognising how our services work together and with partners to reduce risk and improve outcomes.
- Equity is demonstrated in our commitment to inclusive services that meet the needs of London communities.
- The strategies also show Courage in the ambition to tackle emerging risks, drive improvement and make responsible long-term decisions.
- Finally, Learning is reflected through the focus on continuous improvement, developing our people, and using insight and experience to prepare for future challenges.

4 Equality Comments

- 4.1** The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service 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.
- 4.2** 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.
- 4.3** 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.
- 4.4** 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.
- 4.5** 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.
- 4.6** 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.
- 4.7** 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.
- 4.8** The Service Strategies are derived from the Community Risk Management Plan (CRMP) and the Assessment of Risk, both of which have undergone Equality Impact Assessments. As high-level documents, the strategies describe the current operating model of the organisation and relevant planned improvements - rather than prescribe delivery; accordingly, Equality Impact

Assessments are undertaken at the point of delivery (e.g., through Borough Risk Management Plans, project impact assessments and related activities). On this basis, separate Equality Impact Assessments have not been produced for the strategies themselves.

5 Other considerations

Workforce comments

There are no immediate consequences on the workforce arising from this report.

The Fire Brigades Union and representative bodies for non-uniformed staff have been engaged with as part of the development of the strategies.

Sustainability comments

5.1 The Prepare Service Strategy details the significance of climate preparedness and climate related risk the Brigade faces, including flooding, extreme heat and wildfire. This report does not introduce any significant sustainability impacts. Where new policies and/or corporate projects arise, they are subject to the Brigade's sustainable development impact assessment process.

Procurement comments

5.2 There are no immediate upfront procurement activities arising from the Service Strategies covered in this report, however the Procurement and Commercial team will support any procurement or contractual activity required to enable any of the strategies commercially at the appropriate time in accordance the Brigade's Scheme of Governance (SoG) which incorporates the requirements of the prevailing public sector procurement legislation.

Communications comments

5.3 The Communication and Engagement team look forward to working with colleagues in Strategy and Planning to share the service strategies with Brigade audiences as appropriate.

6 Financial comments

6.1 There are currently no direct financial implications arising from the Services Strategies covered in this report. Any requirements for new posts should be met from within existing resources (e.g. an existing vacancy or deletion of another role) rather than increasing the establishment. Any plans requiring financial resources should be covered from 26/27 budget allocations and any longer-term investments will be assessed as part of the budget process for future years.

7 Legal Comments

7.1 This report sets out LFB's service strategies for 2026- 2029 which support delivery of the CRMP objectives.

7.2 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ("Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

- 7.3** Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
- 7.4** Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor of London ("Mayor") may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise their functions.
- 7.5** By direction dated 1 April 2018 ("Direction"), 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 ("Deputy Mayor"), specifically Paragraph 3.1 of Part 3 of the direction requires the Commissioner 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)".
- 7.6** When carrying out his functions, the Commissioner, as the fire and rescue authority for Greater London, 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).
- 7.7** 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 Commissioner is now referring to the IRMP as a Community Risk Management Plan (CRMP).
- 7.8** The Framework states that the Commissioner's CRMP "must" meet certain requirements, including that the CRMP, "outline required service delivery outcomes including the allocation of resources for the mitigation of risks".
- 7.9** The attached strategic service strategies are a means by which the Commissioner will deliver the objectives set out in the CRMP.
- 7.10** These strategies will be published alongside the CRMP with a view to having greater transparency.

List of appendices

Appendix	Title	Open or confidential*
1	Key actions delivered since the inception of the current service strategies.	Open
2	Prevent Service Strategy 2026 - 2029	Open
3	Protect Service Strategy 2026 - 2029	Open
4	Prepare Service Strategy 2026 - 2029	Open
5	Respond Service Strategy 2026 - 2029	Open
6	Recover Service Strategy 2026 - 2029	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*

Appendix 1 Key actions delivered since the inception of the current service strategies.

Strategy	Outcome delivered
Engage	<p>Increasing trust amongst Londoners: Public opinion polling shows growing confidence in LFB as a trusted service. We also added in additional segmentation to polling, to learn more about the opinions of those with protected characteristics</p>
	<p>Cementing the Community Forum as a core part of LFB's work: We strengthened collaboration with communities at a strategic level through the Community Forum, while also deepening borough-level partnerships. Our Forum has been involved in shaping services across an average of 12 key areas per year, including the Brigade's response to the Grenfell Tower Inquiry Phase Two Report, Home Fire Safety Visits, staff wellbeing, and many more</p>
	<p>Implementing a 'payment for participation' policy : Working with the Social Change Agency, we renewed our equitable remuneration policy for participation. This ensures that those contributing their time and lived experiences to help shape and improve LFB's services are appropriately remunerated; removing financial barriers to facilitate inclusion in service design</p>
	<p>Building stronger public trust through inclusive outreach: We extended engagement to underrepresented and seldom-heard groups, ensuring Londoners feel heard and included in safety conversations</p>
	<p>Enhancing partnership working: We worked with members of the Community Forum to co-design onward pathways for inaugural members, ensuring that LFB retains their skills and commitment and that we embed their expertise at borough level</p>
	<p>Systematising 24/7 community liaison during incidents: We designed a model for community liaison and engagement at incidents, ensuring operational colleagues have enhanced expertise ready for roll-out at the start of the next strategic period</p>
	<p>Co-designing community engagement training: We developed a set of training modules with operational colleagues and community members to build confidence and skills in engagement practice.</p>
Prepare	<p>The Marauding Terrorist Attack project was completed, delivering Mass Casualty Rescue and specialist responder capability across all 102 land-based stations.</p>
	<p>Station Delivery Plans were fully implemented, aligning quarterly activity with local Borough Risk Management Plans.</p>
	<p>A cross-border exercising programme introduced in May 2024 is now embedded as business as usual.</p>
	<p>A new business continuity framework was implemented and the Business Continuity Management Policy (PN 701) reissued.</p>
Prevent	<p>The target for supporting high and very high-risk people in 60% of Home Fire Safety Visits was achieved across London in January 2025.</p>
	<p>A new accessibility webpage was launched, providing British Sign Language content and 'easy read' materials, including key safety guides.</p>

	<p>The Home Fire Safety Visit triage process was embedded and updated to align with national work and local incident data, improving focus on those at greatest risk.</p> <p>A new Home Fire Safety Visit (HFSV) training package was introduced in 2024, aligned to the Brigade's updated, risk-based approach and the amended HFSV policy. The training includes a blended programme of mandatory e-learning and face-to-face sessions, and is now required for all staff delivering HFSVs, beginning with fire station staff, to support consistent and high-quality delivery.</p>
Protect	<p>The Building Design Consultation Hub was fully integrated, enabling statutory deadlines to be met more than 90% of the time.</p>
	<p>Business engagement activity increased over the strategy period, with a particular focus on small and medium-sized independent businesses. Targeted engagement, supported by dedicated roles, toolkits and accessible guidance, helped improve awareness of fire safety responsibilities and supported compliance with fire safety legislation.</p>
	<p>Joint work with the Building Safety Regulator and building owners supported the assessment of high-rise residential buildings, including through shared data, specialist fire safety input and participation in the new building safety regime. This collaboration helped identify risks and support the progression of fire safety improvements in higher-risk residential buildings.</p>
	<p>The Automatic Fire Alarms reduction policy changed the Brigade's approach to attending non-domestic AFA calls, significantly reducing attendance at false alarms. This delivered a substantial reduction in non-domestic AFA attendances and released capacity, enabling greater focus on Protection and other higher-risk fire safety activity.</p>
Recover	<p>A dedicated community engagement response was implemented for use during and after incidents, including the introduction of a 24/7 on-call Community Engagement Officer. This ensures specialist community engagement support is available to operational colleagues at incidents with significant community impact, enabling effective liaison with residents, local organisations and partner agencies to support community recovery.</p>
	<p>'Digital hot strikes' were trialled to targeted communities following incidents, using tailored safety messaging to support recovery and reinforce prevention through timely, post-incident engagement.</p>
	<p>Restorative justice work commenced with community participants, including the delivery of the pre-consultation for the Grenfell Memory Project, informing and shaping what will be formally consulted on with Grenfell Communities in 2026/2027.</p>
Respond	<p>Drone team capacity and capability increased, with enhanced technology enabling live streaming via GoodSam, Command Units, and the Operational Response & Control suite.</p>
	<p>Tactical Ventilation skills and equipment were introduced as an operational capability, supported by Brigade-wide training and the rollout of new ventilation equipment to frontline appliances. This enabled trained crews to deploy Tactical Ventilation at incidents, improving conditions on the incident ground and supporting safer and more effective firefighting.</p>
	<p>A Licence to Operate was introduced for Level 3 and 4 Incident Commanders,</p>

	<p>providing formal assurance that senior commanders are trained, assessed and revalidated to maintain competence. This strengthened command assurance for complex and high-risk incidents and improved organisational confidence in incident command capability.</p>
	<p>Annual Fitness Tests began in June 2024, with senior officer assessments from January 2025, strengthening assurance of operational fitness.</p>
	<p>New Command Units were added to frontline operational capability.</p>
	<p>New BA (RPE) and telemetry equipment were deployed across operational teams and transitioned into business as usual.</p>
	<p>New Fire Ground Radios were adopted across operational capability.</p>
	<p>Wildfire capability was upgraded through the introduction of dedicated off-road wildfire response vehicles, enhanced specialist equipment and improved wildfire training. This strengthened the Brigade's ability to respond safely and effectively to grass fires and wildfires, particularly during periods of extreme weather and in hard-to-reach locations.</p>
	<p>Strategies were completed for Workforce Planning, Recruitment and Resourcing, HR Data and Inclusion, providing a coherent framework to understand future workforce needs, strengthen recruitment and resourcing, improve the use of workforce data and embed inclusion across people policies and practices. Together, these strategies improved organisational assurance and supported the Brigade's ability to plan for future risk and demand.</p>
	<p>Staff wellbeing provision improved through expanded support programmes, including mental health training, trauma support frameworks, suicide postvention guidance, and post-incident care.</p>
	<p>A new Operational Learning Process policy was published during Q3 2025/2026, providing a clear and consistent framework for capturing, assessing and acting on learning from incidents, exercises and investigations. This strengthened organisational assurance and ensured that operational learning is embedded into policy, training and practice in a timely way.</p>
	<p>The Brigade continued to work actively with UK academic institutions to encourage and support research into the risks to firefighters from fire contaminants and the physical demands of the role. This included collaboration with Imperial College through the Grenfell Firefighter Study, strengthening the evidence base to inform policy, training and health and safety practice.</p>
	<p>Collaboration with Imperial College on the Grenfell Firefighter Study, published in May 2025.</p>
	<p>Trained 82 staff to NEBOSH Certificate level and 2 staff completed a NEBOSH Diploma.</p>
	<p>Projects from the estate capital investment programme were delivered, improving Brigade facilities and infrastructure, including operational training environments, and supporting the safe and effective delivery of services.</p>
	<p>Zero Emissions Pumping Appliance now 'on the run' at Hammersmith (attending 300</p>

	incidents and pumped water).
	Completed the refurbishment of Erith breathing apparatus training centre.
Multiple strategy contribution	Strategic collaboration with communities was strengthened through the Community Forum, which contributed to shaping an average of 12 key service areas each year.
	National Operational Guidance implementation continued to progress, with six product packs delivered during 2025/2026. This strengthened alignment with national standards and supported more consistent, safe and effective operational decision-making across the Brigade.
	Joint Operational Learning action notes were acted upon, with eleven action notes received and actioned during 2025/2026. This ensured that learning from multi-agency incidents was appropriately assessed and embedded into policy, training and operational practice.
	Borough Risk Management Plans were delivered, providing borough-level plans that translate the Community Risk Management Plan and Assessment of Risk into targeted local action, reflecting the distinct risks and needs of communities across London.
	Launch of the NOG aligned policy portal (<i>The Hub</i>), which included the embedding international research and international learning.
	LFB's new organisational values were developed, implemented, and embedded across the Brigade.
	The organisational learning loop continued to operate, supporting continuous improvement by ensuring learning from incidents, reviews and external sources was identified, assessed and embedded into policy, training and operational practice.
	The Professional Standards Unit was established in January 2024, providing a dedicated function to support the consistent, fair and transparent handling of conduct, discipline and behavioural concerns, and strengthening confidence in professional standards across the Brigade.
	A new vetting team was implemented, increasing public confidence; 2.8% of completed applications resulted in positive disclosures.
	Improved Functional Rehabilitation Programme to support staff with severe musculoskeletal injuries to return to work.
	Improvements to safety culture following the Safety Climate Survey, including the introduction of a Health, Safety and Wellbeing Board to monitor and scrutinise health, safety and wellbeing performance, and the embedding of the Tactical Health & Safety Working Group under Fire Station Continuous Improvement Board with products developed to improve overdue investigations, vehicle accident rates and seatbelt safety.
	Introduction of Employee Assistance Programme to further support wellbeing of staff and their immediate families.
	The new SAP system was delivered, supported by training resources for staff, improving the resilience, efficiency and usability of the Brigade's finance and purchasing processes.

	<p>The new self-service HR and Payroll System (iTrent) was delivered, supported by training resources for staff, improving the resilience, efficiency and usability of the Brigade's HR and payroll processes.</p>
	<p>Implementation of the new Asset Management system commenced, modernising asset tracking and assurance and improving visibility of equipment location, status and readiness through a phased rollout.</p>
	<p>A Leadership and Management competency framework was produced, with implementation planned during 2026/7 to support consistent leadership expectations, development and progression across the Brigade.</p>
	<p>A supplier was appointed for the OneRisk solution, enabling mobilisation to begin and marking the transition from procurement into delivery of a single, integrated risk information system.</p>



**YOUR
LONDON
FIRE
BRIGADE**

PREPARE

SERVICE STRATEGY 2026 – 2029

April 2026



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

London Fire Brigade provides a vital fire and rescue service that protects residents and businesses across the city, operating within a changing national and international context where evolving political and societal dynamics shape the exceptional risks we must plan for.

London's preparedness context

This document sets out the actions we take to help communities, businesses, partners and individuals to prepare for the potential impacts of fire and rescue service-related incidents and adverse events. When Protection and Prevention activities cannot prevent

emergencies taking place or protect people from the effects of these emergencies, our Prepare strategy will enable communities to take steps to lessen the effects of them on themselves, their homes, and their businesses. These are the actions that can be taken by communities prior to our arrival on scene.



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 Prepare 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

OUR PREPARE SERVICE

The Prepare service is LFB's contribution to London's resilience ecosystem. It covers everything LFB does to help communities, businesses and individuals to reduce their vulnerability to emergencies before those emergencies occur; specifically where Prevent (behavioural risk reduction) and Protect (built environment regulation) cannot stop an event from happening.

The service is delivered primarily through partnership, public communication and engagement, and multi-agency planning rather than direct LFB intervention.

LFB's role in delivering this service is grounded in statute. Under the Civil Contingencies Act 2004, LFB is a Category 1 responder with specific legal duties to maintain emergency plans, warn the public when an emergency is likely or has occurred, and provide information and advice to support public preparedness.

The Prepare service is delivered primarily through partnership; responsibility for London's resilience is shared across the Category 1 and Category 2 responders (such as utility companies and transport operators, who have a statutory duty to cooperate in emergency planning) who make up the London Resilience Forum. LFB's contribution to that system is substantial, and this strategy describes what it is and how it works. LFB participates in multi-agency planning, contributes operational expertise to London-wide emergency plans, delivers public warning and informing activity during developing emergencies, adjusts its operational posture in anticipation of predicted large-scale events, and supports community resilience activity targeted at the areas of London most exposed to the risks identified in our Assessment of Risk and the London Risk Register.

HOW WE BUILD PREPAREDNESS ACROSS LONDON

This strategy sets out actions that may be taken across the range of assessed risks below, where we proactively provide support to our communities in preparation to mitigate and reduce the potential impacts of such incidents.

RISK TYPE



Urban flooding



Outdoor fire near urban areas



Hazardous materials



Terror-related

Our Risks

Four categories of risk are particularly significant for the Prepare service:

- **Flooding** is a significant risk London faces. Surface water flooding, rated medium/high consequence in the London Risk Register, poses the greatest risk to communities living near ordinary watercourses and in low-lying areas. Fluvial flooding from the Thames and its tributaries, and the residual risk of tidal flooding despite the Thames Barrier, affect large residential and commercial areas across the city. The severe flooding events of 2021, which caused widespread property damage, significant disruption to transport and utilities, and disproportionate harm to vulnerable residents, demonstrated that even a well-prepared city can be overwhelmed when surface water drainage capacity is exceeded.
- **Extreme heat and wildfire** have become increasingly prominent in London's risk profile as a result of climate change. In July 2022, surface temperatures exceeding 40°C in parts of London triggered a pan-London Major Incident declaration in response to the extreme heat. The conditions also generated a significant spike in grass and wildfire incidents across the capital, leading the Brigade to declare its own Major Incident specifically in respect of the wildfires. The event demonstrated the importance of early public communications advising on safe behaviours. As average temperatures continue to rise and extreme heat events are projected to become more frequent, preparing communities and partners for heat-related risk is a growing component of LFB's Prepare Service.
- **Terrorism** remains a persistent risk in London. As a Category 1 responder, LFB has defined responsibilities in supporting the government counter-terrorism strategy (known as CONTEST), disseminating public protective messaging, and participating in exercises with other emergency services and partners.
- **Industrial and hazardous materials** incidents present a lower-frequency but high-consequence risk. London contains several sites subject to the Control of Major Accident Hazards (COMAH) regulations, and the movement of goods through the capital creates an ongoing hazard profile. For these risks, the primary Prepare activity is ensuring that emergency plans are current, that partner agencies and affected communities near major hazard sites have access to appropriate information, and that LFB's contribution to relevant multi-agency plans is maintained and tested.

These risk categories are not exhaustive: the Assessment of Risk (AoR) identifies a range of other extraordinary risks including large-scale fires, transport incidents, and biological hazards. These categories represent the hazards that most directly drive the structure and priorities of the Prepare service. They share a common characteristic: they are events whose impact on communities can be meaningfully reduced by better information, better planning, and better-prepared individuals before LFB assets arrive on scene. That is the space the Prepare service exists to fill.

Our Actions

Climate preparedness

Three categories of climate-related risk drive the Brigade's Prepare activity: flooding, extreme heat and wildfire, and severe storms. While each presents distinct challenges and requires engagement with different partners, the Brigade's preparedness work to all three follows a common approach: monitoring forecasts, adjusting operational posture, coordinating with partner agencies, communicating risk information to communities, and pre-positioning assets to appropriate locations. The following subsections describe this common approach and then set out how it applies to each hazard type.

The common approach

The Brigade maintains a weekly strategic forecasting function that brings together a wide range of subject matter experts to assess risk and align resources accordingly. Colleagues consider wide-ranging input, from Met Office data to intelligence supplied by partners, to assess the likelihood and potential impact of risks such as significant weather events. Where the forecast identifies conditions that may generate significant

operational demand, such as heavy rainfall, heatwave conditions, or high wildfire risk, the Brigade takes actions designed to ensure that resources, communications and engagement, and partner coordination are in place.

This weekly approach is supplemented by seasonal planning. Borough Risk Management Plans are supplemented by annual Station Delivery Plans, which are in turn supplemented by seasonal plans which account for weather-based risks. These documents translate the risks identified through the Assessment of Risk into planned local activity appropriate to the time of year. These ensure that stations in boroughs with high surface water flood risk are undertaking relevant preparedness work ahead of winter, and that those near extensive grassland or heathland or with a rural-urban interface are doing the same for wildfire preparedness ahead of summer.

The approach is the same regardless of the hazard type: the Brigade identifies a developing risk, communicates that risk internally and externally, and coordinates with partners to ensure London is prepared. The subsections below describe what this looks like in practice for each of the three principal climate hazards.





How we prepare Londoners for flooding

When significant rainfall or tidal conditions are forecast, the Brigade activates its preparedness arrangements. This can involve coordination with partner agencies to ensure aligned messaging and operational readiness, and proactive communication to communities in areas of known flood risk. The Brigade receives flood risk information directly from the Environment Agency's flood alert and warning systems and from the Met Office's National Severe Weather Warning Service. Technical Rescue Advisors and relevant teams within Operational Resilience monitor these alerts alongside the daily Flood Guidance Statements issued by the Flood Forecasting Centre, a joint Environment Agency and Met Office service that provides an overview of flood risk across England and Wales.

The London Resilience Partnership's Strategic Flood Response Framework provides the overarching multi-agency structure for flood preparedness and response across London. The framework operates across four escalation levels, from routine horizon scanning and flood risk mitigation through to a full strategic coordination response to severe or widespread flooding. The Brigade's preparedness activity aligns with this framework and escalates alongside it.

In some circumstances, the Brigade may also deploy flood protection barriers to help reduce the impact of flooding on communities and critical infrastructure. These deployments are discretionary and are judged on a case-by-case basis, with due regard to other prevailing demands and the requirement to maintain statutory response capabilities.

Partner coordination on flooding

The Brigade's flood preparedness activity is centred around partnership working and coordination across a network of partner organisations.

The principal coordination mechanism for flood preparedness is the London Resilience Forum's Flood Working Group, which brings together the Environment Agency, London local authorities, the Greater London Authority, Thames Water, Transport for London, and the emergency services to maintain and develop London's multi-agency flood preparedness arrangements. At the borough level, each London borough maintains a Multi-Agency Flood Plan that sets out local coordination arrangements, and these plans sit beneath the Strategic Flood Response Framework as the primary local planning tool.

When forecast conditions trigger an escalated partnership response, London Resilience convenes partnership teleconferences or, where the risk is more significant, Tactical or Strategic Coordinating Groups. The Brigade participates in these coordination structures and has a role in coordinating public communications during flood incidents through the London Resilience Communication Group.

Community information on flooding

The Brigade shares flood risk information and safety advice through communicating and engaging with communities ahead of and during forecast flooding events. This includes guidance on practical protective measures that individuals and communities can take, and signposting to partner resources including the Environment Agency's flood warning service, and borough-level emergency planning information. This activity supports the Brigade's statutory duty to warn and inform the public under the Civil Contingencies Act 2004.



How we prepare Londoners for extreme heat and wildfire

Each summer, the Brigade runs a communication and engagement campaign aimed at helping Londoners to prepare for risks associated with extreme heat and wildfires. Activities are adapted each year and across London, in response to risk and to communities' needs. Delivery ranges from working with local authorities to create fire breaks in public land to finding creative ways to educate Londoners on barbecue safety.

Ahead of the summer season, fire station crews carry out environmental visual audits of open spaces, parkland, and areas with grassland or heathland on their station ground, aimed at identifying areas of concern using local knowledge and operational data. Where audits identify risks such as accumulated waste, overgrown vegetation near properties, or other conditions that could contribute to fire spread during hot and dry weather, crews report findings to the relevant landowner or local authority. This information feeds through Borough Commanders to local councils, ensuring that risks are shared with the organisations best placed to act on them.

The Brigade also coordinates directly with borough parks services, Royal Parks, and other landowners ahead of the wildfire season to support land management activity that reduces wildfire risk, including waste clearance near properties and the creation and maintenance of firebreaks.

The Brigade monitors the Met Office's Fire Severity Index, which provides a rolling five-day assessment of how severe a wildfire could become if one were to start, alongside the Heat Health Alert Service operated jointly by the Met Office and the UK Health Security Agency. Where these products indicate elevated risk, the Brigade activates its preparedness arrangements through the same escalation framework described in the common approach: Duty Officers consult relevant subject matter experts and advisors, Borough Commanders liaise with local councils and partner agencies, and the duty communications team coordinates public messaging activity.

Partner coordination on extreme heat and wildfire

The London Resilience Partnership's Severe Weather and Natural Hazards Framework provides the multi-agency coordination structure for heatwave and wildfire preparedness across London. The Brigade is identified within the framework as the lead organisation for wildfire.

The principal partners for heat and wildfire preparedness are the Met Office, which provides severe weather warnings, the Fire Severity Index, and the Heat Health Alert Service; the UK Health Security Agency, which leads on public health messaging during heat events; the Greater London Authority, which operates the Mayor's Air Quality Alerts and the Cool Spaces programme; the London Ambulance Service, which experiences significant demand surges during prolonged heat; and London boroughs, which are responsible for local parks and open space management, waste services, and the identification and support of vulnerable residents. For wildfire risk specifically, the Brigade also coordinates with landowners whose land presents a wildfire hazard.

Where forecast conditions trigger an escalated partnership response under the Severe Weather Framework, the Brigade participates in partnership teleconferences and, where the risk is more significant, Tactical or Strategic Coordinating Groups convened through the London Resilience Forum. As with flooding, public communications during escalated events are coordinated through the London Resilience Communication Group.

Community information on extreme heat and wildfire

The Brigade also works with communities and partner organisations ahead of heatwaves to encourage practical protective measures. This includes sharing safety messaging through the Brigade's communication channels, working with borough councils to promote waste management and the consideration of firebreaks near properties, and encouraging simple steps that reduce the risk of fire starting during prolonged dry conditions. The 2022 heatwave underlined how important this advance messaging is: by the time a Red Extreme Heat Warning is issued, the window for communities to take preventive action is already closing.



Storms and other severe weather

London is also exposed to risks from severe storms, high winds, and prolonged cold weather and rain. While these events generate significant operational demand on the Brigade's Response service, the Prepare activity associated with them follows the same common approach described above: forecast monitoring, posture adjustment, partner coordination, and public communication and engagement.

The AoR rates storms as a recognised risk on the London Risk Register, and low temperatures and heavy snow as risks that, while less frequent, can cause significant disruption to London's transport, energy, and social care infrastructure, all of which have knock-on effects on the Brigade's operating environment and on the vulnerability of communities.

The Brigade's preparedness for storms and cold weather events is primarily delivered through the common approach and through its standing participation in the London Resilience Forum's severe weather coordination arrangements. Where specific storms or cold weather events are forecast, the Brigade communicates safety advice through its channels and adjusts its operational posture as described above.

Terrorism Preparedness

The Brigade's role in terrorism preparedness is focused on supporting the national counter-terrorism strategy (CONTEST) by helping to ensure that London's communities have access to trusted safety information, know what actions to take in the event of an attack, and understand where to find official guidance. It also participates in multi-agency planning and exercising to ensure that, if a terrorist incident does occur, the Brigade's response is coordinated, rehearsed, and interoperable with partner agencies.

This section addresses the preparedness and community-facing elements of the Brigade's counter-terrorism role. The operational response to terrorist incidents, including the deployment of specialist capabilities, the National Inter-Agency Liaison Officer (NILO) function, marauding terrorist attack (MTA) response, and CBRN(e) capability, is described in the Response Strategy.

A key contribution the Prepare service makes to terrorism preparedness is ensuring that Londoners know what to do if they are caught up in, or witness, a terrorist attack. The Brigade supports this by sharing established national safety campaigns through its communication channels and during public-facing interactions such as station visits and open days.

Public Awareness and Messaging

The principal campaigns the Brigade promotes are:

- **Run, Hide, Tell:** the national public protective action guidance for a firearms or weapons attack, developed by Counter Terrorism Policing. The campaign provides clear, memorable actions that members of the public can take to maximise their own safety in the immediate aftermath of an attack. The Brigade shares this messaging through its website, social media channels, and in face-to-face community contacts.
- **Action Counters Terrorism (ACT):** the national campaign encouraging members of the public to report suspicious activity and behaviour. ACT provides a mechanism for the public to contribute to

the national counter-terrorism effort, and the Brigade supports its reach by promoting the campaign through the same channels.

By doing this, we support the ongoing work of partner organisations to ensure everyone in our communities knows where to find reliable advice, what support is available, and what actions to take should an incident occur.

Multi-Agency Planning and Exercising

Beyond public messaging, the Brigade's terrorism preparedness activity includes participation in multi-agency planning and exercises designed to ensure that London's emergency services can mount an effective, coordinated response when an attack occurs.

The Brigade participates regularly in multi-agency terrorism exercises under the Joint Operating Principles (JOPs) alongside the Joint Emergency Services Interoperability Principles (JESIP) framework, which provides the national standard for how police, fire, and ambulance services work together at major incidents. These exercises help the Brigade practice working together with partner agencies, particularly the Metropolitan Police Service, the London Ambulance Service, and HM Forces, and to discharge its specific responsibilities during a terrorist incident, including casualty access, scene safety, CBRN(e) hazard management, and search and rescue. The exercise programme is wide-ranging and covers a variety of scenarios and formats, reflecting the breadth of the terrorism threat that London faces. Learning from multi-agency exercises follows a similar process to our Operational Learning cycle for incidents, which is described in our Respond service strategy. Where exercises identify new learning, this is progressed through a defined improvement cycle.

The Brigade shares relevant learning externally through established national mechanisms, including National Operational Learning and Joint Operational Learning, coordinated through a designated single point of contact. Learning is communicated internally through operational

newsflashes and incorporated into updated guidance, ensuring that improvements are understood and applied across the organisation.

The Brigade also contributes to multi-agency terrorism planning through the London Resilience Forum and the London Emergency Services Liaison Panel (LESLP). This planning work ensures that roles, responsibilities, and coordination arrangements are agreed in advance rather than improvised during an incident.

Prepare in Partnership

London's resilience architecture

London's preparedness for major emergencies is coordinated through the London Resilience Partnership, a coalition of the Category 1 and Category 2 responders, government agencies, utilities, transport operators, and voluntary organisations that share responsibility for London's resilience under the Civil Contingencies Act 2004. The Partnership is overseen by the London Resilience Forum, which brings together senior representatives of its member organisations.

The day-to-day coordination of the Partnership is carried out by London Resilience. The Partnership maintains a suite of multi-agency frameworks that set out how London will prepare for and respond to specific categories of risk. These include the Strategic Flood Response Framework and the Severe Weather and Natural Hazards Framework, among others. The Brigade contributes to these frameworks as both a participant and, in some cases, as the designated lead organisation. For example, the Brigade is the lead organisation for wildfire within the Severe Weather and Natural Hazards Framework, and leads public communications during flood incidents through the London Resilience Communication Group.

In addition to the London Resilience Partnership, the Brigade works with partner emergency services through the London Emergency Services Liaison Panel (LESLP), which provides the agreed principles for how the

Metropolitan Police Service, the Brigade, the London Ambulance Service, the City of London Police, and British Transport Police work together at major incidents across London.

Partnership planning and coordination is supported by Resilience Direct, a secure online platform provided by the Cabinet Office that enables partner organisations to share plans, frameworks, and operational information. The public-facing element of this work is London Prepared, which provides communities and businesses with practical guidance on how to prepare for emergencies in the capital.

Prepare in Partnership describes how we work alongside partners to support Londoners where there is a clear public need. In addition to this structured activity, in some situations, we may decide to use LFB skills, people and resources beyond our core statutory duties to help keep communities safe and resilient.

This support may include, for example:

- Preparing for and responding to wide area flooding or severe weather, such as deploying flood barriers, positioning equipment in advance, and sharing weather-related alerts.
- Supporting preparedness and response arrangements for potential terrorist incidents.
- Assisting the London Ambulance Service when required.
- Deploying non-emergency resources to support other fire and rescue services, emergency responders, or policing partners.
- Helping communities and partners prepare for incidents involving hazardous materials, including directing people to publicly available Control of Major Accident Hazards (COMAH) safety plans.

Any decision to use LFB resources in this way is made carefully, on a case-by-case basis. The Commissioner will always take account of current pressures on the service and ensure that we can continue to meet our core statutory responsibilities.

WORKFORCE COMPETENCY AND TRAINING

The Prepare service is delivered by staff across the Brigade, from firefighters on watches to senior officers in specialist roles. Different elements of the service require different competencies, and the Brigade's approach reflects this.

All operational crews are trained to deliver the frontline elements of the Prepare service as part of their core competence. This includes carrying out environmental visual audits, delivering community safety messaging, and providing basic flood and severe weather preparedness advice during public-facing contacts such as station visits and open days. These competencies are built through initial training and maintained through ongoing assessment.

Station Commanders direct local preparedness activity, including the planning and allocation of visual audits and seasonal station plans. They use operational data and local knowledge to identify risks on their station ground and ensure their crews are undertaking relevant preparedness work. Borough Commanders play a broader coordination role, overseeing preparedness activity across their area, maintaining relationships with local authority emergency planning teams and borough councils, and acting as the primary point of contact for local partners on resilience matters.

At a specialist level, the Brigade maintains a cadre of subject matter experts who provide advice and operational input to preparedness activity across specific hazard types. Technical Rescue Advisors and Flood Tactical Advisors support flood preparedness and response. Hazardous Materials and Environmental Protection Officers provide expertise on COMAH sites and industrial risk. National Inter-Agency Liaison Officers support counter-terrorism preparedness and multi-agency exercising. These specialists contribute to the weekly strategic forecasting function alongside senior operational officers, control officers, and communications and community engagement staff.

Public communications activity, including seasonal campaigns, social media messaging, and community-facing content, is produced by the Brigade's communications and engagement team in coordination with the relevant operational leads and the duty officers.



Operational assurance

The Brigade evaluates the delivery and impact of its Prepare service through several mechanisms.

At the station level, delivery of preparedness activity, including environmental visual audits, seasonal planning, and community safety engagement, is monitored through the Fire Stations Assurance Framework. This framework provides structured evidence that frontline crews are delivering key activities to the required standard and in compliance with relevant policies. Station Commanders and Borough Commanders use this framework alongside operational data to maintain oversight of local delivery and to identify where activity needs to be adjusted.

Public safety campaigns based on seasonal risk are set out in communication and engagement plans in an OASIS framework. Each plan includes the objectives of the campaign, the audience/s targeted, the strategy, implementation and evaluation. Campaign activity is reviewed after each seasonal cycle to assess its effectiveness and identify improvements for the following year.

For the partnership elements of the Prepare service, the Brigade's contribution to multi-agency frameworks and plans is subject to the review cycles maintained by the London Resilience Partnership. The Strategic Flood Response Framework, the Severe Weather and Natural Hazards Framework, and other partnership frameworks are updated on a regular review cycle and may also be amended following significant events that generate recommendations for improvement. The Brigade participates in these reviews and ensures that learning is reflected in its own preparedness arrangements.

IMPROVEMENTS WE WILL MAKE

These improvements help to deliver Commitment 2 of our Community Risk Management Plan: "We will make it easy for you to access our services".

1. We will use digital channels to share safety advice more widely.

- We will reduce risk and expand reach by scaling borough digital channels and delivering accessible, low-cost safety advice through social and video platforms.

2. We will introduce a Non-Emergency Contact Service.

- We will introduce an easy-to-use non-emergency contact service so people can request safety visits and advice, seek guidance and support and access alternative non-emergency channels designed to be more inclusive and accessible.

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

3. We will strengthen joint responses with partners to improve resilience to major incidents, while future-proofing our own prevention, protection and response services.

- We will continue to support national and international emergency response efforts – including National Resilience, International Search & Rescue and Joint Overseas Protect and Prepare operations – and look for further opportunities to help partners across the country.
- We will strengthen how we work with other emergency services and organisations by agreeing clear, formal arrangements that set out who does what, making it easier for teams to work together during incidents.
- We will use modelling and trend analysis to adapt our services as risks and community needs change.

MEASURES OF SUCCESS

Our day-to-day preparedness activity is measured using the Community Satisfaction Rating KPI, which is drawn from independent polling and tracks the percentage of Londoners who agree that the services provided by London Fire Brigade to protect and serve London are the right services. This measure is reported regularly as part of our CRMP KPIs and provides a broad indicator of public confidence in the Brigade's overall service offer, including its preparedness 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 Prepare 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.





For practical advice on how to reduce the risk of grass fires and help keep open spaces safe, scan the QR code or go to: london-fire.gov.uk/safety/grass-and-wildfires/



LONDON FIRE BRIGADE

**YOUR
LONDON
FIRE
BRIGADE**



PREVENT

SERVICE STRATEGY 2026 – 2029

April 2026



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

London Fire Brigade provides a vital fire and rescue service that protects residents and businesses across the city, operating within a changing national and international context where evolving political and societal dynamics shape the exceptional risks we must plan for.

London's prevention context

This document sets out how we will make London one of the safest global cities by targeting the risks and behaviours most likely to lead to injury or loss of life over the next three years. This includes promoting fire safety, preventing fires in the home, encouraging safer living through face-to-face engagement and digital tools, and raising awareness of safety across a wide range of activities, including road safety, water safety, and youth engagement and intervention.

We define prevention as the work we do to reduce the risk of fire and other hazards by helping people understand those risks and make safer choices. A preventative approach delivers far greater benefits than reactive response alone and is central to keeping people across London safe. By focusing on prevention, we help protect the wellbeing of our communities and reduce the wider pressures that incidents can place on essential services, including health and social care, emergency partners, and the London economy.

Everyone who lives in, works in, or visits London deserves to feel safe. We play a vital role in reducing both accidental and deliberate fires, as well as the deaths, injuries, and social and economic impacts they can cause. Our prevention work also addresses a wider range of risks, including water safety, road traffic incidents, and carbon monoxide, helping to protect people from harm in everyday life.

As a global city with an exceptional mix of communities, London requires a prevention approach that is fair, inclusive, and accessible to all. Our prevention services are focused on those most at risk and are delivered by skilled teams who understand the needs of local communities. People can access support easily, both in person and online, and we offer a wide range of services to help reduce risk in the homes of those who are most vulnerable.

When we assess risk and design our prevention activity, we have a clear focus on people who may be more vulnerable. This enables us to better understand the underlying factors that increase the likelihood of fires and emergencies, many of which are linked to social inequality, including fuel poverty, poor physical or mental health, social isolation, and those in receipt of care. We use this insight to target Home Fire Safety Visits and to inform wider prevention activity including our offer to children and young people, working closely with partner organisations to ensure support reaches those who need it most.

We work in partnership with a wide range of organisations at national, London-wide, borough, and neighbourhood levels to maximise impact. We also contribute to the national prevention agenda led by the National Fire Chiefs Council, adopting recognised best practice and national standards.

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 Prevent 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

Equity in the prevention context

We are committed to ensuring equity of access to all prevention services. Delivering prevention effectively across London means understanding that communities experience and relate to fire risk differently, and that barriers to accessing our services, e.g. language, cultural, or digital, are not uniform. Our approach must account for these differences at every stage, from how we design services to how we target, deliver and evaluate them.

We recognise the importance of ensuring our workforce and volunteers are representative of the communities we serve so that we can engage effectively, understand community needs, and deliver appropriate prevention services. We provide Home Fire Safety Visit (HFSV) literature in multiple languages and offer translation and interpretation services, including in BSL, to support the delivery of advice. Our online Home Fire Safety Checker was designed in consultation with community groups and is available in multiple languages to ensure accessibility. In cases where individuals face digital exclusion, Area Community Safety Teams are able to triage and arrange for appropriate support over the phone.

When designing and targeting prevention activity, we use equality impact assessments to understand how our services reach different communities and to identify where gaps may exist. Our approach is aligned with the NFCC Equality of Access to Services guidance, which acknowledges the links between protected characteristics and fire risk and ensures these are considered when planning prevention activity.

Person-centred approach

Our prevention work places individuals and the communities in which they live at the centre of everything we do. We recognise that the risks people face are rarely one-dimensional; fire risk is linked to a range of personal, social, and environmental factors that often overlap. By understanding these underlying factors, we can target our resources more effectively, ensuring that our capacity is directed towards those at greatest risk.

Our Fire Facts Fatalities report, published annually, provides the evidence base for how we prioritise and target our prevention activity, identifying the characteristics most commonly associated with fire risk in London. Key factors include:

- Age, particularly older people living alone
- Smoking, which remains one of the leading ignition sources
- Alcohol and drug use, which can reduce the ability to detect a fire early or to escape
- Mobility and cognitive impairment, including physical disability, dementia, and mental health conditions
- Lack of working smoke alarms
- Wider social factors such as deprivation, fuel poverty, and social isolation

These factors directly inform how we triage and prioritise Home Fire Safety Visits, shape our campaigns, and guide our partnership work with health, social care, and other agencies to reach those who need support most.

OUR PREVENT SERVICE

The Prevent Service covers the actions we take to reduce risk across London before emergencies happen, by raising awareness, changing behaviours, providing safety equipment, and working with partners to reach those most vulnerable. Our core prevention activities are focused on:

- **Home Fire Safety Visits (HFSVs):** our primary tool for direct engagement with residents in their homes, targeted at those at greatest risk via a data-driven triage system. We also provide an online Home Fire Safety Checker for those at lower risk.
- **Youth Services:** including our schools education programme, Fire Cadets, and the Firesetting Intervention Scheme for children and young people displaying fire-setting and/or fire play behaviour.
- **Road Safety:** education, campaigns, and partnership working to reduce deaths and serious injuries on London's roads.
- **Water Safety:** education, campaigns, public rescue equipment, and partnership working to reduce drowning across London's waterways.

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

How the Prevent service links to other services

The Prevent service focuses on individual behaviour, awareness, and providing safety equipment. This complements the Protect service which covers the actions we take to ensure buildings protect their occupants through the implementation of safety measures and regulations. It is also connected to our Engage service, as much of our prevention activity is delivered through community engagement events and methods.



HOW WE PREVENT FIRES AND OTHER EMERGENCIES

Our risks

Our annual Assessment of Risk and Fire Facts reports help us identify the risks Londoners face and enables us to target our prevention activities appropriately.

Day-to-day risks

The majority of our prevention activity is directed at the risks Londoners face most frequently. These are the incidents that account for the greatest cumulative harm and where targeted prevention work can have the most measurable impact.

RISK TYPE		PREVENTION APPROACH
	Fires in the home	Home Fire Safety Visits (HFSVs) targeted at the most vulnerable, providing advice and guidance, smoke alarm provision, and testing.
	Fires in large public and commercial buildings	HFSVs within high-risk residential buildings, coordinated prevention and protection activity, engagement with residents and responsible persons (e.g. building managers), targeted campaigns.
	Outdoor fire near urban areas	Seasonal public awareness campaigns, targeted warnings during heatwaves or prolonged dry weather, as described in our Prepare Strategy.
	Road traffic collisions	Road safety education and campaigns (Biker Down, Road Safety week), Partnership working with TfL and Mayor of London Vision Zero approach.
	Water related incidents	Water safety education, throwline board installation and maintenance, seasonal campaigns, partnership.
	Physical vulnerability	HFSVs identify broader vulnerability and enable referrals to social care. Hard of hearing alarms and flame-retardant bedding are provided in HFSVs as appropriate.
	Behavioural Vulnerability (mental health, people in precarious positions)	Factors such as hoarding, smoking, and mental health challenges can increase risk, so are considered as part of risk triage and the targeting of safety advice. Where mental health or behavioural needs are identified, we may sign-post or refer individuals to appropriate services as needed.

Emerging and future risks





We use data analysis and public feedback to identify trends and emerging risks as part of our annual Assessment of Risk, and adjust our prevention work accordingly, ensuring our prevention strategy is responsive to change.

The risks London faces can shift with demographic trends, housing patterns, economic pressures, and emerging hazards. Our approach must be flexible enough to adapt as these risks evolve, rather than remaining fixed to a set of assumptions made at the point of publication.

We achieve this through our annual Assessment of Risk, which refreshes the evidence base that underpins this strategy. Where new risks emerge rapidly, as was the case with lithium-ion battery fires in recent years, we are able to develop and deploy targeted campaigns and interventions.

RISK DRIVER

OPERATIONAL CONSEQUENCES

	<p>Sustainability and climate change</p>	<p>Integrated Communication and Engagement campaigns based on seasonal risk. The summer campaign is aimed at helping Londoners to reduce risk from wildfires, flooding and drowning.</p>
	<p>Changing built environment</p>	<p>Campaigns targeting HMOs and flats.</p>
	<p>Health security and resilience</p>	<p>Targeted advice for vulnerable people, including safety advice on Home Oxygen Therapy, Emollients, Dynamic Airflow Mattresses, Incontinence products.</p>
	<p>Population change</p>	<p>Hard of hearing alarms, accessible services including sign language interpreters (BSL) and leaflets in languages other than English.</p>

OUR PREVENTION WORK

The sections that follow describe our prevention operating model: the services we deliver and how each activity contributes to reducing risk across London. The lead for our prevention work is the Assistant Commissioner for Prevention and Protection (Regulatory and Community), who is accountable to the Deputy Commissioner for Prevention, Protection and Policy.

Home Fire Safety Visits (HFSVs)

Home Fire Safety Visits are the cornerstone of our prevention approach, and one of the most effective tools available to us for reducing fire deaths and injuries in the home. During a visit, staff attend a resident's home to provide tailored, face-to-face fire safety advice covering prevention, detection, and escape. They assess risk factors within the property and, where appropriate, install smoke alarms and provide additional fire safety equipment such as hard-of-hearing alarm systems, flame retardant bedding, or arson reduction letterboxes.

We operate a risk-based approach to HFSVs, using a data-based triage system to assess each person's level of risk and prioritise those most vulnerable. Referrals and requests are assessed against known risk characteristics drawn from our fatal and accidental dwelling fire data, including factors such as smoking, living alone, age, receipt of care, absence of working smoke alarms, and limited mobility. Each person is categorised as very high, high, medium, or low risk. Very high risk individuals receive a visit within four hours around the clock; high risk within seven days; and medium risk within one month. Those assessed as low risk are directed to our Online Home Fire Safety Checker, which provides tailored advice and can escalate a person to a face-to-face visit if their responses indicate higher risk. In cases where individuals face digital exclusion, Area Community Safety Teams are able to triage and arrange for appropriate support over the phone.

Visits are delivered by operational crews and Area Teams based at four offices across London. Where the Brigade has attended a dwelling fire, crews carry out 'hot strikes':

Home Fire Safety Visits to neighbouring properties in the immediate vicinity of the incident, providing fire safety advice and smoke alarm checks while awareness of risk is heightened and residents are most receptive to engagement.

Crews also carry out Group Risk Visits in areas identified through data analysis as having a higher concentration of risk factors. During every visit, staff are alert to safeguarding concerns and broader vulnerabilities, including falls risk, social isolation, hoarding, and unmet care needs, and will make referrals to partner agencies where appropriate. Quality assurance of visits is overseen through an Enterprise Assurance Framework covering triage, visit delivery, follow-up actions, data recording, and customer satisfaction. Prevention activity at station level is also tracked through the Fire Stations Performance Report, which provides detailed data on HFSV coverage across London and supports local managers in identifying gaps and maintaining consistent delivery. Station-level time allocated to prevention is monitored to ensure it remains sufficient to meet local need.

We have trialled digital hot strikes after large fires with a clear cause, utilising relevant safety messaging to share on our stories and grab the attention of people viewing our pages to find out more about the fire. We have also used a similar method for national and religious holidays, using them as an opportunity to promote tailored safety advice and our Home Fire Safety Checker. In the future, we aim to explore localised hot strikes on Nextdoor, mirroring physical activity that firefighters undertake in the local area after a large fire.

Hoarding

Hoarding is a significant fire risk factor that crews regularly encounter during Home Fire Safety Visits and at incidents. The accumulation of combustible materials increases both the likelihood of a fire starting and the difficulty of escaping one, while also presenting risks to neighbouring properties. The Brigade has a formal hoarding policy supported by the Clutter Image Rating (CIR), an internationally recognised nine-level pictorial assessment tool carried on every appliance that provides a consistent, objective measure of clutter severity. The CIR assessment determines the safeguarding pathway: lower-level hoarding prompts crews to consider a safeguarding referral if necessary, while hoarding at level 5 and above mandates a safeguarding referral to the relevant local authority. More severe cases are also recorded on the Operational Risk Database (ORD) to inform operational planning at future incidents. Crews delivering HFSVs at hoarding properties follow best practice guidance developed with psychologists specialising in hoarding disorder, using a collaborative, non-judgemental approach focused on small, achievable steps to reduce risk, such as keeping escape routes clear and storing items away from heat sources, and provide hoarding-specific fire safety advice during the visit.

Arson

Deliberate fires remain a significant challenge across London, accounting for approximately 10% of all fires attended by the Brigade in 2025. Where a person is identified as being at risk of arson, whether through a police referral, a threat reported by a resident, or intelligence from partner agencies, they are automatically categorised as very high risk within our HFSV triage system and are therefore eligible for an urgent visit. During that visit, crews provide tailored arson reduction advice and may install arson-resistant letterboxes and

other protective equipment. At the community level, the Brigade monitors deliberate fire activity to identify emerging hotspots and seasonal trends, and works with partners including the Metropolitan Police and local authorities to target areas experiencing concentrations of anti-social behaviour fires, including waste and fly-tipping related fires.

Electrical Safety

The Brigade provides electrical safety advice both during HFSVs and through a range of dedicated safety pages on the LFB website, covering topics including cables, fuses and leads, electric blankets, white goods, and the safe use of portable heaters. During HFSVs, crews assess the condition of visible electrical installations and provide tailored advice based on the risk factors present in the home.

The rapid growth of lithium-ion battery-powered devices, particularly e-bikes and e-scooters, has introduced a significant and evolving fire risk. LFB has responded with a dedicated campaign ChargeSafe - providing safety advice covering battery and charger safety, the risks of conversion kits, and how to identify and prevent unsafe charging practices. The #ChargeSafe campaign also provides specific guidance for responsible persons managing buildings where residents charge these devices.

In addition, the campaign targets outreach at those most at risk of e-bike and e-scooter fires, including those who use them as part of their work, in densely populated areas, and those who are more socio-economically deprived. In addition, the Brigade works with major businesses and retailers, including Amazon, Halfords and Deliveroo, to ensure safety messaging reaches consumers and those using e-bikes as part of their work as delivery riders in the Capital.

Youth Services

Firesetting Intervention Scheme

Our Firesetting Intervention Scheme is a specialist early intervention service for children and young people from early years up to 18 who demonstrate any type of firesetting or fire-play behaviour. The scheme is delivered by a dedicated team of trained caseworkers who work one-to-one with the child and their parents or carers to understand the behaviour and change it through education. Children set fires for a range of reasons, from natural curiosity to expressing feelings of anger or emotional distress, and without intervention this behaviour can escalate and lead to serious injury, property damage, or death. The first session usually takes place in the home, with further sessions typically delivered at the child's school or another suitable location, each tailored to the child's individual needs. On average a case involves a minimum of three sessions. Referrals can be made by parents and carers, schools, the police, social services, the Youth Justice Service, and other professionals. The scheme also feeds into the Brigade's wider HFSV triage system: individuals identified as being at risk of arson or referred by the Firesetting Intervention Team are automatically categorised as very high risk and eligible for an urgent Home Fire Safety Visit.

Education

Our Education Team delivers targeted safety workshops to schools across London, with the aim of improving fire safety awareness among young people and their families and reducing fire-related deaths and injuries. Education Officers visit primary schools to deliver interactive workshops to Years 2 and 5 covering prevention, detection, and escape strategies tailored to each age group. Since 2022, the programme has expanded beyond fire safety to include workshops on burns, road safety, and water safety, which can also be tailored to be delivered to secondary age pupils. The team provides

support and guidance to local crews delivering to schools in their borough, or hosting young visitors at fire stations via materials within the Fire Station Education Pack, and provides specialist support and delivery to children with special educational needs. Schools are prioritised for visits using a priority rating system informed by local risk data.

Fire Cadets

Fire Cadets is the Brigade's youth engagement programme, delivered through local cadet units across London. It is a London-wide scheme to help young people to flourish with access to support and opportunities. The programme is open to young people aged 13 to 17 and runs aligned to the academic year, with units meeting one evening per week at a local fire station. Cadets receive structured training that develops transferable life skills, including teamwork, communication, leadership, resilience, and employability, alongside fire safety education, basic first aid, and practical firefighting techniques using operational equipment. The programme leads to a progression pathway, offering leadership and mentoring opportunities as Officer Cadets aligned to the rank structure of the Brigade. Beyond their training, cadets contribute directly to prevention work by acting as ambassadors for fire safety and prevention messaging within their communities, including educating others on the consequences of antisocial behaviour such as arson and hoax calls. They also support social action projects and Brigade events across London. The programme is enabled by approximately 200 Volunteer Cadet Instructors who work alongside firefighters and Brigade staff to deliver the cadet experience. Fire Cadets serves both as a positive early intervention, building self-esteem, community cohesion, and pathways into employment or further training, and as a means of strengthening relationships between the Brigade and the communities it serves.

Road safety

The Brigade responds to thousands of road traffic collisions and roadside incidents across London each year, and reducing the frequency and severity of these incidents is a part of our prevention work. Our aim is to reduce the occurrence and intensity of road collisions, thereby minimising the number of people hurt on London's roads through the promotion of road safety awareness and safer behaviour among road users.

Our road safety activity is shaped by data, including incident data and Transport for London dashboards, enabling us to identify collision hotspots and vulnerable road user groups.

We deliver Biker Down, a free nationwide motorcycle safety scheme, in partnership with Transport for London. The three-hour course covers scene management, immediate emergency aid, and collision prevention, and is delivered from dedicated fire stations across London. We also support a range of national and London-wide road safety campaigns throughout the year, including Road Safety Week and Project EDWARD, alongside our own locally targeted campaign activity.

Road safety education for children and young people is delivered through our education programme. Primary school workshops for Years 2 and 5 include road safety content, and additional tailored sessions to primary and secondary schools, can be requested when there is evidence of an increasing number of road traffic incidents in the area.

We work closely with Transport for London, the London boroughs, and Road Safety GB to align our activity with the Mayor's Vision Zero ambition to eliminate all deaths and serious injuries from London's transport network. Our role within this partnership is to use the reach and trusted position of the fire service to deliver education and behavioural change messaging, complementing the engineering and enforcement activity led by other agencies. We also play a role in raising awareness of emerging road-related risks, including the safe use and charging of e-bikes and e-scooters, where fire risk in the home intersects with broader transport safety.

Water safety

London's waterways present a diverse range of risks, from the tidal Thames, to the network of canals, rivers, docks, reservoirs, and open water. Our strategic aim is to reduce the number of drownings among those who live, work in, and visit London.

Our water safety prevention work is built on partnership, and our work contributes to the aims of the UK Drowning Prevention Strategy.

A key element of our water safety infrastructure is the installation of public rescue equipment at waterside locations. We work with councils, landowners, and partner organisations to promote the installation of throwline boards in areas where waterside hazards have been identified. These boards include water safety advice and a lockable box containing a throwline or reach pole that can be accessed by the public in an emergency by calling the number displayed on the board, which connects to our Control operators who release the access code and mobilise crews to the location. We also work with partners to improve the standard of riverside lifesaving equipment along the Thames, where provision has historically been inconsistent between boroughs.

Our education and campaign activity is aligned to the national drowning prevention calendar, supporting campaigns including Be Water Aware, Drowning Prevention Week, World Drowning Prevention Day, and the RLSS UK's Don't Drink and Drown campaign. Our messaging focuses on the dangers of cold water shock, the importance of not entering the water to attempt a rescue, and what to do in an emergency. Water safety education for children and young people is delivered through our education programme through primary school workshops which can also be tailored to be delivered to secondary aged pupils.

Our ambition is for our Fire Cadets to receive water safety and throwline training, with the aim of developing them as water safety ambassadors who support delivery in schools and the community.

Safeguarding

Safeguarding is a fundamental part of the LFB's prevention activity and underpins how we engage with children, young people and any adult that may be at risk of harm. Through our prevention activities, such as our HFSVs, our Youth Services programmes, and engaging with the community, we regularly work with individuals whose circumstances may make them more vulnerable.

Our safeguarding approach ensures that all our interactions are carried out safely and ethically, and puts the welfare and the rights of those we serve at the core of our activities. The LFB has a legal and moral responsibility to safeguard children and adults at risk. Safeguarding is embedded within our prevention function and reflects our values of putting the public first, treating those we serve in accordance with their needs and working together with partners to reduce the risk of harm.

During HFSVs, staff are alert to indicators of abuse, neglect, and wider vulnerability. Where concerns are identified, staff follow clear safeguarding procedures to ensure that information is shared appropriately, and concerns are referred to the relevant local authority without delay. Safeguarding is also central to our Youth Services programmes, embedded into the practice of our staff delivering through our Education

Team, Fire Cadets programme, and Firesetting Intervention Scheme. We are committed to creating safe environments where children and young people are protected from harm, treated with respect, and supported to develop positively.

Our prevention work frequently brings us into contact with individuals experiencing multiple and overlapping risks, including poor physical or mental health, social isolation, hoarding, substance misuse, or unsafe living environments. Safeguarding provides the framework that enables staff to respond to these risks, ensuring that fire safety interventions are connected to the support they may need to stay safe and well in the future.

The Brigade maintains clear safeguarding governance arrangements to provide oversight, consistency, and accountability. A dedicated Safeguarding Board provides strategic leadership and assurance over safeguarding practice across the organisation. This includes oversight of policy, training compliance, referral processes, quality assurance, and learning from safeguarding concerns or cases.

By embedding strong safeguarding practice across our prevention work, we help protect people from harm while supporting safer homes, safer behaviours, and safer communities across London.

PARTNERSHIPS AND DATA SHARING

LFB works with a range of partner organisations to identify people at greater risk of fire, generate referrals into the Home Fire Safety Visit system, and connect HFSV recipients with services that address the wider factors contributing to their risk.

The Brigade maintains an automated data-sharing partnership with Thames Water's Priority Services Register. This partnership uses data captured during HFSVs to identify service users who meet agreed eligibility criteria, including age, disability, and health conditions, and securely transfers their details to Thames Water on a daily basis. Thames Water then contacts those individuals to confirm their registration on the Priority Services Register, which provides priority support during supply interruptions and other emergencies. The partnership generates approximately 700 to 900 automated referrals each month and operates automatically. The arrangement is governed by a formal Data Sharing Agreement and Data Protection Impact Assessment.

LFB also maintains referral partnerships with other emergency services. The Metropolitan Police Service refers individuals to LFB for Home Fire Safety Visits where fire has been used or threatened as a weapon, or where arson risk has been identified through multi-agency public protection arrangements. LFB similarly refers safeguarding concerns and evidence of deliberate fire-setting to local authorities via safeguarding referral pathways. The London Ambulance Service refers patients where hoarding, self-neglect, or other conditions observed during callouts indicate elevated fire risk, and LFB crews refer HFSV recipients to health services where appropriate.

Home oxygen therapy providers share relevant information with LFB regarding users of home oxygen and associated risk factors. This enables the Brigade to prioritise visits to households where the presence of oxygen equipment increases fire risk and to provide tailored safety advice during the visit.

At borough level, Borough Commanders develop and maintain partnerships with local care providers, social services, housing associations, and community organisations. These relationships are shaped by the specific risk profile of each borough and are reflected in Borough Risk Management Plans. They provide a route for local referrals into the HFSV system and enable crews and Community Safety staff to connect service users with appropriate support services.

In our youth services, we maintain a partnership with Youth Organisations in Uniform (YOU) London, which provides access to opportunities within the uniformed youth sector and supports closer collaboration with blue light colleagues including the Volunteer Police Cadets and St John Ambulance. This partnership supports development opportunities for the young people on our programmes.

WORKFORCE COMPETENCY AND TRAINING

Delivering effective prevention relies on a workforce that is skilled, confident, and appropriately trained for the role it performs. Our training offer is structured to reflect the different prevention responsibilities held by firefighters, specialist prevention staff, and those working directly with children and young people.

Firefighters

All firefighters who deliver Home Fire Safety Visits complete an online HFSV computer-based training package covering risk identification, advice delivery, smoke alarm installation, and referral procedures. This is supplemented by face-to-face HFSV training, which provides practical scenario-based learning to support consistent, high-quality delivery in the home. New Firefighters on Development are also given dedicated prevention training to ensure foundational prevention knowledge, and that crews understand the link between prevention activity and operational risk reduction. All staff complete safeguarding computer-based training. This is being replaced by a new Level 1 safeguarding training package, aligned to the NFCC Safeguarding Competency Training Framework, which will be mandatory for all staff. A new computer-based training package on Working with Children and Young People in the Fire and Rescue Service is also being developed and will be rolled out to ensure that staff who engage with young people during station visits, education sessions, or community events are equipped to do so safely and effectively.

Specialist staff

Specialist prevention staff complete the same core HFSV and safeguarding training as firefighters, ensuring a consistent baseline of knowledge across the service. In addition, specialist staff in prevention roles will receive safeguarding training at Levels 2 to

5, tailored to the specific responsibilities of their role and aligned to the NFCC Safeguarding Competency Training Framework. This tiered approach ensures that staff working directly with the most vulnerable individuals, including those involved in complex safeguarding cases, multi-agency referral pathways, and direct engagement with children and families, hold the level of competency appropriate to the decisions they are required to make.

All Youth Services staff receive Youth Mental Health First Aider training, equipping them to recognise signs of mental health difficulty in the young people they work with and to provide initial support and appropriate signposting. Staff in specific Youth Services roles also receive Managing Challenging Behaviour training to support safe and effective delivery in environments where young people may present with complex needs. Firesetting Intervention Scheme caseworkers complete a suite of specialised training designed to support the delivery of trauma-informed interventions with children and young people, reflecting the sensitive and often complex nature of the behaviours the scheme addresses.

Level 2 Working with Children and Young People in the Fire and Rescue Service training will be rolled out to all Youth Services staff, Volunteer Cadet Instructors, and identified staff groups who engage with children and young people as part of their role. This will ensure that everyone working with young people across the Brigade holds a recognised standard of competency in safeguarding, child development awareness, and appropriate professional boundaries.

Operational assurance

We assure our prevention activity through a combination of internal governance, external frameworks, and routine quality assurance at every level of delivery.

Our prevention work is aligned to the Prevention and Safeguarding Fire Standards and is delivered in accordance with the NFCC Person Centred Framework and the NFCC Safeguarding Competency Training Framework. These national frameworks provide the benchmarks against which we assess the quality and consistency of our prevention services, and we review our alignment to them on an ongoing basis as they are updated.

We work closely with the Brigade's Business Assurance team, which provides independent scrutiny of our prevention processes. To date, the Business Assurance team has conducted four separate audits of prevention activity, and the findings from these audits are used to drive improvements in how we plan, deliver, and record our work. We also work with the Fire Stations Assurance Team to ensure that prevention activity delivered at station level is consistent with Brigade policy and meets the expected standard.

Home Fire Safety Visit quality is overseen through our HFSV Governance Board, which provides strategic oversight of the HFSV programme including triage accuracy, visit quality, completion rates, data recording, and follow-up actions. At station level, managers quality-assure completed HFSV records to verify that advice has been appropriately tailored, safeguarding concerns have been identified and acted upon, and records are accurate and complete. We are building a robust quality assurance framework for safeguarding, supported by the formation of the Safeguarding Board, which will provide governance and oversight of safeguarding practice across the Brigade's prevention, youth engagement, and wider community safety work.

Operational Learning Model

We use a structured approach to learning from our own work, from incidents, and from other fire and rescue services, ensuring that our prevention activity is updated in response to evidence. We use data from incidents, including cause, location, and the characteristics of those involved, to shape the advice and interventions we deliver. Data analysis is also used to target HFSVs appropriately. We chair fatal fire reviews, which bring together evidence from fire investigation, prevention, protection, and operational response to examine the circumstances that led to the worst outcomes. The learning from these reviews is used to identify ways to strengthen our prevention approach. We also liaise with the National Fire Chiefs Council to learn from other fire and rescue services, ensuring that relevant national organisational learning is captured and applied within our prevention work in London.

IMPROVEMENTS WE WILL MAKE

This improvement helps to deliver Commitment 1 of our Community Risk Management Plan: "We will work with you to provide localised services that meet your needs".

1. Use technology and data to understand and reduce local risk

- We will deliver the One Risk project, enabling crews and other teams to easily capture, share and use local, property-level risk data in one place. This will enable us to better plan and deliver targeted prevention and protection activity, strengthening our response and reducing risk in communities.

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

2. Capture and share learning to prevent harm

- 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.
- We will continue to embed the prevention evaluation framework, developed with support from the Royal Society for the Prevention of Accidents (ROSPA). This framework allows us to consistently measure the impact and effectiveness of our prevention activities and provide a robust basis for reporting.

3. Protect people at risk through strong safeguarding and high quality Home Fire Safety Visits

- By aligning to the National Fire Chiefs Council's safeguarding competency framework, we will ensure all staff receive safeguarding training that is appropriate to their role - so they have the knowledge and confidence to recognise concerns and take the right action. We will also keep our safeguarding policies under regular review to make sure they are effective, clear, and meet our legal responsibilities to protect children, young people, and adults at risk.
- Using the new quality assurance framework, we will ensure our Home Fire Safety Visits are delivered to a consistently high standard, with clear and accurate records of the safety advice given and any safeguarding concerns identified. We will also continue to strengthen how we identify and prioritise people at higher risk, so that support is focused on those who need it most.

MEASURES OF SUCCESS

London Fire Brigade monitors the performance of its Prevent service through a suite of key performance indicators developed as part of the 2023–2029 CRMP. The CRMP KPIs relevant to our prevention activity are:

- Community Satisfaction Ratings.
- Number of triages via the Online Home Fire Safety Checker.
- Number of fires and casualties from fires.
- Station staff time spent on prevention and protection activity.
- Percentage of high-risk home fire safety visits completed.

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 Prevent 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.







To get tailored fire safety advice
for your home or for someone you
care for, scan the QR code or go to:
london-fire.gov.uk/protect



LONDON FIRE BRIGADE



**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
	Fires in the home	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.
	Fires in large public and commercial buildings	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
 Sustainability and climate change	New building materials, energy storage systems, and retrofit measures (e.g. insulation), can sometimes introduce new fire risks.
 Changing built environment	Increased vertical density, complex layouts, and modern methods of construction create new challenges for fire safety design and regulatory compliance.
 Population change	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.



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.

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.

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.

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.

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.



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.

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

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.

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.

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".

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.

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."

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.

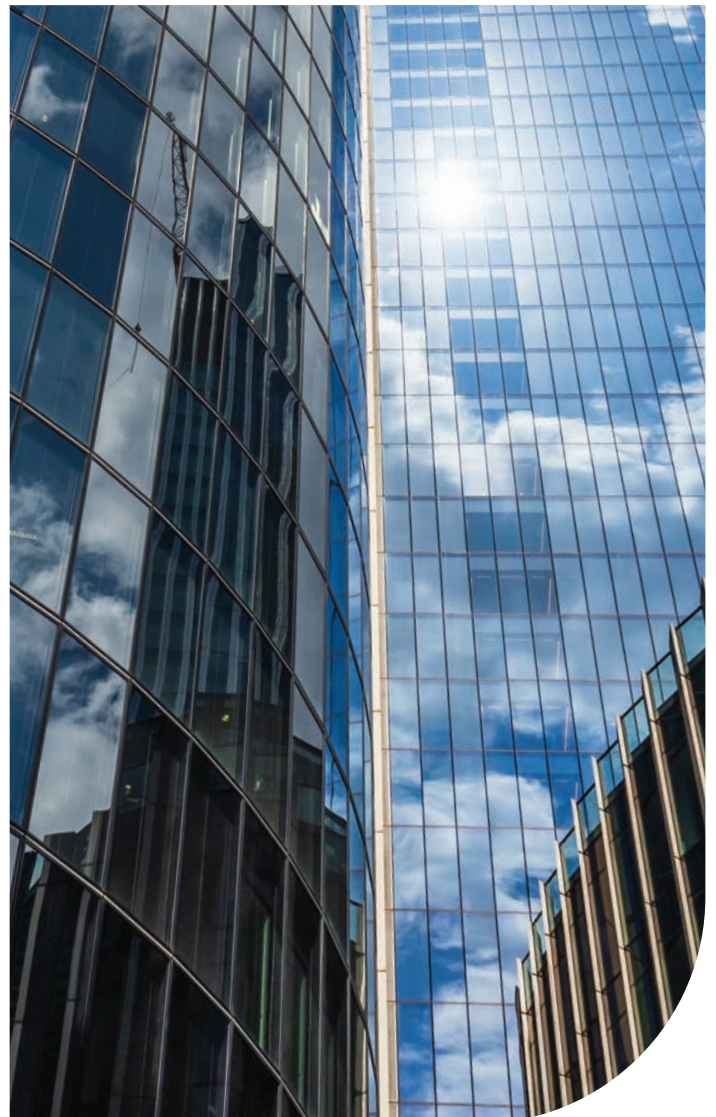
Other Protection KPIs include:

- 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



LONDON FIRE BRIGADE



**YOUR
LONDON
FIRE
BRIGADE**

RESPOND

SERVICE STRATEGY 2026 – 2029

April 2026

L F B
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

London Fire Brigade provides a vital fire and rescue service that protects residents and businesses across the city, operating within a changing national and international context where evolving political and societal dynamics shape the exceptional risks we must plan for.

London's response context

This document sets out how we respond to different types of emergencies and how we use our resources to make sure the right help reaches people as quickly and safely as possible.

Our response begins the moment someone rings 999 and their call reaches our London Operations Centre in Merton. Our crews deal with a wide range of incidents, from fires in homes, workplaces and industrial sites to road traffic collisions, rail incidents, building collapse, hazardous materials, flooding, wildfires and water rescues. We also support other emergency services by helping London Ambulance Service gain entry to properties and assisting the Metropolitan Police with missing-person searches.

To ensure we can manage complex and high-risk incidents, we have specialist teams and equipment. These include line rescue units, urban search and rescue crews, swift-water rescue teams, wildfire specialists, environmental protection equipment and our drone operators who provide aerial footage and enhanced search capabilities. While reducing risk and preventing emergencies is a core part of our work, being ready to respond when people need us most is central to our mission. We plan, train and prepare continuously so that our firefighters have the right skills, equipment, and information to deal with any incident safely, effectively and efficiently.



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 Respond 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

Principle of equal entitlement

The principle of equal entitlement underpins our risk-based approach to allocating emergency response. It means that people living in similar types of buildings, and facing similar levels of risk, should receive broadly the same response time wherever they are in London.

When a fire starts, the immediate risk is essentially the same whether it occurs in a bedroom in Westminster, Sutton or Bromley. For that reason, it would not be reasonable for someone to wait longer for help simply because they live in an area where fires are statistically less common. This principle supports our use of a single set of attendance standards across the whole of London.

Equal entitlement has been tested in a judicial review (2005) and confirmed as both lawful and fully compliant with the requirements of the National Framework.

Staff safety

Keeping our staff safe is a key principle and a vital part of how London Fire Brigade responds to emergencies. We do this by making sure firefighters and control staff are properly trained, have the right equipment, and follow clear safety procedures at every incident. This includes managing a wide range of operational hazards such as fire and smoke, hazardous materials, working at height, complex rescue situations, extreme heat, wildfire conditions and other risks that can arise during an emergency.

We also take the risks from fire contaminants seriously. These are harmful substances left behind by smoke and fire that can get onto skin, clothing and equipment. To reduce exposure, we use breathing apparatus and decontamination procedures, clean and bag contaminated kit, keep appliances and fire stations clean, and train staff in how to protect themselves during and after incidents. We continue to strengthen these arrangements as research, operational learning and experience develop.

At protracted incidents, firefighter welfare is actively managed through formal command arrangements. This includes rotating crews, managing fatigue, providing rest and refreshment, and adapting operational decisions to protect physical and mental wellbeing, ensuring firefighters can operate safely and effectively over sustained periods.

HOW WE RESOURCE TO RISK

Our annual Assessment of Risk helps us ensure our response capacity and resources are matched to the risks we face. Our resources are positioned using risk modelling, historic incident data and performance analysis to ensure that attendance standards are met consistently pan-London.




Day-to-day risks

On average, we attend nearly 300 incidents across London each day. The most common of these day-to-day risks, and the incidents we most regularly respond to, are:

RISK TYPE		RESPONSE
	Fires in the home	Pumping Appliances, Fire Rescue Units.
	Fires in large public and commercial buildings	Pumping Appliances, Aerial Appliances, Rescue Units, Drone Team.
	Outdoor fire near urban areas	Pumping Appliances, Wildfire Vehicles.
	Road traffic collisions	Fire Rescue Units.
	Water related incidents	Fireboats, Drone Team, Fire Rescue Units.
	Physical vulnerability	Forced Entry equipment on all Pumping Appliances, Collaboration with London Ambulance Service (Assisting Ambulance).
	Hazardous materials	Hazardous Materials and Environmental Protection Officers (HMEPO). Rapid Response and Hazardous Materials Teams.
	Behavioural Vulnerability (mental health, people in precarious positions)	Pumping Appliances, Aerial Appliances, Rescue Units.
	Persons trapped	Pumping Appliances equipped with rescue equipment, Fire Rescue Units, Urban Search and Rescue (USAR) capability.





Extraordinary risks

On occasions, London experiences a major incident – these extraordinary events can cause major loss of life and disruption and place significant strain on the emergency services. Some of the major incidents we must prepare for are:

RISK TYPE	RESPONSE
 Terror-related	Ballistic Protection for frontline crews, Rapid Response and Hazardous Materials Teams, National Interagency liaison officers (NILO).
 Influenza-type pandemic	Our business continuity plans enable us to continue providing timely emergency response under pandemic conditions, e.g. distribution of Personal Protective Equipment.
 Urban flooding	Operational Support Units ready to transport stocked flood protection barriers. Fire Rescue Units carry inflatable boats for water rescue. Pumping Appliances are equipped with ejector pumps and High-Volume Pumps.

Emerging and future risks

We use data analysis and public feedback to identify trends and emerging risks as part of our annual Assessment of Risk.

RISK DRIVER	OPERATIONAL CONSEQUENCES
 Sustainability and climate change	Frequency of wildfires, floods, and severe weather.
 Changing built environment	Increased vertical density and complex layouts, modern methods of construction.
 Health security and resilience	Potential for Mass Casualty events, contamination, or hostile attacks.
 Population change	Shifts in demand hotspots and vulnerable demographics.

OUR RESOURCES



Pumping Appliances

The Brigade maintains 142 Pumping Appliances (Pumps and Pump Ladders) strategically distributed across 102 Fire Stations.



Aerial Appliances

To address the vertical density of London, we deploy 11 Aerial Ladder Platforms, comprising a strategic mix of 8x 32m units for standard reach and 3x 64m units for high-rise intervention, positioned strategically across London.



Rescue Units

14 Fire Rescue Units (FRUs) provide heavy rescue, extended duration breathing apparatus (EDBA), and complex extrication capabilities.



Command and Control

8 Command Units are geographically distributed to provide forward command support for major incidents.



Fireboats

2 Fireboats, Tanner and Errington, are stationed at our dedicated river station in Lambeth. In addition, we have 10 inflatable boats available for rescue on our waterways.

Specialist capabilities

We recognise that complex risks require complex response capabilities. Beyond our core pumping appliances, aerials, and FRUs, we maintain a portfolio of specialist assets:

For incidents requiring skills beyond standard firefighting, we deploy dedicated specialist teams. This includes Urban Search and Rescue (USAR) for structural collapse and Rapid Response Team (RRT) for high-threat environments, including CBRN(e) and Hazardous Materials (HAZMAT) incidents. The RRT is equipped with Specialist Detection, Identification and Monitoring (DIM) equipment.

We utilise a Drone Team to provide aerial situational awareness to Incident Commanders in real-time. Post-incident, our Fire Investigation Teams ensure that data is captured to drive future prevention work.

Secondary Appliances: To sustain operations at major or protracted incidents (such as wildfires, floods, or industrial fires), we maintain a fleet of support vehicles.

High-Volume Logistics: Including High Volume Pumps (HVP), Hose Laying Units, Bulk Water, and Bulk Foam Units.

Operational Support: utilizing Prime Movers, Operational Support Units (OSU), and All-Wheel Drive vehicles to ensure we can bring the right resources to address incidents anywhere in London's complex geography.

Marauding Terrorist Attack (MTA) preparedness: Our crews are trained and equipped to deliver all elements of our capabilities in an MTA situation, including rescue, firefighting, and supporting partner agencies.

All Terrain Vehicles: To address the climate-driven rise in grass fires and other extreme weather events, we have strategically positioned a fleet of four agile 4x4 vehicles to provide a response in off-road areas where it is difficult for standard appliances to operate.

Site specific risk information

Systems are in place to ensure crews have access to detailed site or premises risk information to respond to the incident safely, improve situational awareness and make informed decisions. More information on how this information is gathered can be found in the Protect strategy.

Crews can access site-specific risk information (SSRI) through a database on appliance tablets, where all LFB SSRI records are presented in a format that provides key information at a glance, with more detailed content available as required.

SSRI is also shared with neighbouring fire and rescue services for significant border-area risks within five kilometres of the Greater London boundary. We also receive neighbouring SSRI in return.

Mutual aid

As London Fire Brigade is the largest fire service in England, we often help our neighbouring fire and rescue services, working together to resolve incidents, sharing expertise and equipment. We have agreements in place with our surrounding Brigades to train and support each other in any emergency through mutual aid. We have cross border working agreements in place with Kent, Essex, Surrey, Royal Berkshire, Buckinghamshire and Hertfordshire, which means we can call their control rooms and coordinate on supporting each other with incidents if required. We work together to save lives and make the best use of resources to assist the public.

National resilience

As well as the response capabilities listed on the previous pages, we host and deliver a number of National Resilience Capabilities.

LFB holds around 20% of the UK's national resilience assets, reflecting London's strategic importance.

These include:

- Urban Search and Rescue (USAR) capabilities.
- High Volume Pumps (HVPs) for major flooding and water movement.
- Mass decontamination equipment.
- CBRN response capability (Chemical, Biological, Radiological, Nuclear, Explosive).
- Specialist rescue units and boats.
- High threat response capability, including marauding terrorist attack incidents.

In addition, we act as a core member of the UK's National Resilience framework, which coordinates specialist assets across the entire UK during major or multi area incidents. We frequently contribute assets and expertise into this framework when other regions request support.

We are the originator of the National Inter Agency Liaison Officer (NILO) role, which is now a national standard and recognised as a key national response capability. This role:

- Provides tactical advisers to police, ambulance, military and other agencies
- Supports counter terrorism operations
- Supplies leadership to the national NILO Coordination Office
- Manages training and CPD across UK emergency services.

We have a Rapid Response Team for Detection, Identification and Monitoring (DIM) and we are on the national asset register for flood response – both of these sit outside National Resilience.



INTEROPERABILITY AND PARTNERSHIP

London Fire Brigade works closely with the London Ambulance Service and the Metropolitan Police Service to make sure emergency incidents are managed safely and effectively in a coordinated way.

This joint working is supported by shared national principles for emergency services, known as Joint Emergency Services Interoperability Principles (JESIP), and by formal local arrangements that help the three services plan, train and respond together.

An example of this is the Hazardous Area Response Team (HART), a specialist London Ambulance Service team that works alongside firefighters at high-risk incidents such as major emergencies and complex rescues. Another is Operation Hasani, under which London Fire Brigade can support the Metropolitan Police in searching for high or medium-risk missing persons in large or open spaces, using specialist skills and resources such as drones or water rescue teams where needed. Together, these partnerships help us provide a more effective response and better outcomes for Londoners.

We have key positions on all of London's key resilience and counter terrorism delivery boards - the London Resilience Forum and Programme Board, the London Counter Terrorism Prepare Board, and the London Protect Board - ensuring alignment between resilience planning, local authority and partner preparedness, and CONTEST delivery. CONTEST is the UK's counter terrorism strategy, providing the national framework for

preventing terrorism, protecting the public, responding to attacks, and supporting recovery. It is delivered through the four strands of Prevent, Pursue, Protect and Prepare.

We regularly participate in multi-agency exercises and maintain formal operational arrangements with partner agencies, ensuring clarity of roles and coordinated decision-making during complex incidents. In 2025 we took part in marauding terrorist attack training at the JobServe Community Stadium in Colchester, a tram incident exercise in Croydon with police, ambulance and transport partners, a tri-borough high-rise exercise at Ledbury Estate involving Southwark, Lambeth and the City, and Nexus 2025 at Heathrow, based on a simulated train incident in a tunnel and delivered with emergency services and rail partners.

Through our national resilience responsibilities and leadership of the National Inter-Agency Liaison Officer function, we contribute to the development of doctrine and capability at a national level, strengthening resilience both within London and across the UK.

These arrangements ensure that our response model remains resilient, assured and capable of adapting to London's changing risk profile.

RESPONSE STANDARDS

Our attendance targets

To ensure consistent coverage across the 32 boroughs, we work to the following attendance targets:

We aim:

- To get the first fire engine to an incident Pan-London average of 6 mins
- To get the second fire engine to an incident Pan-London average of 8 mins
- To get a fire engine anywhere in London within 10 minutes 90 per cent of the time
- To get a fire engine anywhere in London within 12 minutes 95 per cent of the time

Our performance against these targets is measured based on the interval between the time of an appliance being mobilised from its station to the time of arrival at the incident. Performance data is captured through our mobilising and status systems, and is made available through interactive Power BI dashboards, giving Watch Officers, Station Commanders, and Borough Commanders up to date visibility of attendance performance at crew, station, and borough level. This supports a tiered approach to performance management: Watch Officers monitor day-to-day trends, Station Commanders track station-level patterns, and Borough Commanders oversee performance across their area. Senior leaders review trends and take action where sustained pressure or emerging risks are identified.

Prevention as response

When not responding to emergency incidents, operational crews carry out a range of risk reduction and community safety activities. This includes conducting fire safety checks at business premises, responding to alleged fire risks, and supporting home fire safety visit programmes alongside our Prevention and Protection teams.

We are committed to the following preventative standards:

- Alleged Fire Risks: Addressed within 3 hours (90% target).
- High Risk Audits: Target completion ratio of 75%.

The full scope of this activity is described in the Prevent and Protect Service Strategies.

Response and recovery

Following our response to an incident, our crews work to help affected people and communities recover as soon as possible. This includes making sure that residents displaced by a fire or other emergency are connected to the right support, that safeguarding concerns identified at the scene are referred to the appropriate agencies, and that the immediate area is left in a safe condition. Where an incident has had a wider impact on a neighbourhood or community, we work alongside local authorities and partner organisations to support the transition from emergency response to longer-term recovery. LFB's approach to personal and community recovery, including post-incident support and partnership working with local authorities, is set out in the Recover Service Strategy.

OUR RESPONSE MODEL

Our response model is built around a wholetime crewing system designed to meet our pan-London response targets across London's 32 boroughs and the City of London.

Based on the nature of an incident and the risks linked to the location, we can make sure the right resources are mobilised as quickly as possible using a pre-determined attendance, or PDA. PDAs are risk-based and reflect our weight-of-attack philosophy, which means ensuring sufficient resources are mobilised at the earliest opportunity to stabilise incidents safely and effectively. This tells us the initial number and type of fire and rescue resources that we should send. In some cases, this response can be increased for specific sites or circumstances where additional risks have been identified.

The Brigade maintains a weekly strategic forecasting function that brings together a wide range of subject matter experts to assess risk and to make decisions on posture on a week-by-week basis. Colleagues consider wide-ranging input, from Met Office data to intelligence supplied by partners, to assess the likelihood and potential impact of risks such as significant weather events. Where the forecast identifies conditions that may generate significant operational demand, such as heavy rainfall, heatwave conditions, or high wildfire risk, the Brigade takes actions designed to ensure that resources, communications and engagement, and partner coordination are in place.

Control

Brigade Control plays a central role in our Respond service, receiving emergency calls, identifying the most appropriate resources, and coordinating the response to incidents across London. Control Officers support the public at the point of need, gather and share critical information, provide safety, evacuation and survival guidance, and help ensure incidents are managed safely and effectively from the moment a call

is received through to resolution. Brigade Control is based at the London Operations Centre (LOC) in South London and responds to over 170,000 emergency calls a year from members of the public needing help.

Control Officers are attached to six watches, working a variable shift pattern which means more Control Officers are available during busy periods. Each watch is led by a Control Commander.

Also based at LOC is the Control Operational Resourcing and Events (CORE) team, which is responsible for maintaining appliance availability, making sure there are enough appropriately skilled staff in the right place for a shift. CORE also supports the Event Planning Team in preparing Operational Event Plans.

Additionally, CORE provide resilience to Brigade Control and assist the Brigade Co-ordination Centre (BCC) teams during large or protracted incidents.

Dynamic cover tool

Our dynamic cover tool uses detailed modelling to help us make the best possible decisions about where fire engines and other resources are needed across London. It allows Control to assess the impact of moving appliances before any changes are made, helping us maintain our response standards, make the best use of our resources, and keep risk to communities as low as possible.

WORKFORCE COMPETENCY AND TRAINING

All firefighters have the core knowledge, understanding, skills and behaviours needed to perform their role safely and effectively, with competence built through initial training and maintained through mandatory ongoing training and assessment. Initial response is provided by competent firefighters from local fire stations riding pumping appliances, and covers attendance to a wide range of incident types including most day-to-day risks such as Road Traffic Collisions and Dwelling Fires.

For more complex or technical incidents, or those relating to extraordinary risks, response is delivered using specialist assets and equipment, and firefighters with additional training, such as Large Animal Rescue or Rescue from Height.

A small set of discrete incident types require a particular response, such as the Specialist Entry & Rescue Team or the Rapid Response Team. Individuals and teams responding to incidents of this type have received specialist training for that particular capability.

Operational assurance

Operational assurance is delivered through structured incident reviews, command monitoring and proactive performance oversight. We also maintain a structured Fire Stations Assurance Framework which evidences delivery of all key activity and processes by front line crews to a high quality, compliant with the relevant policy or standard.

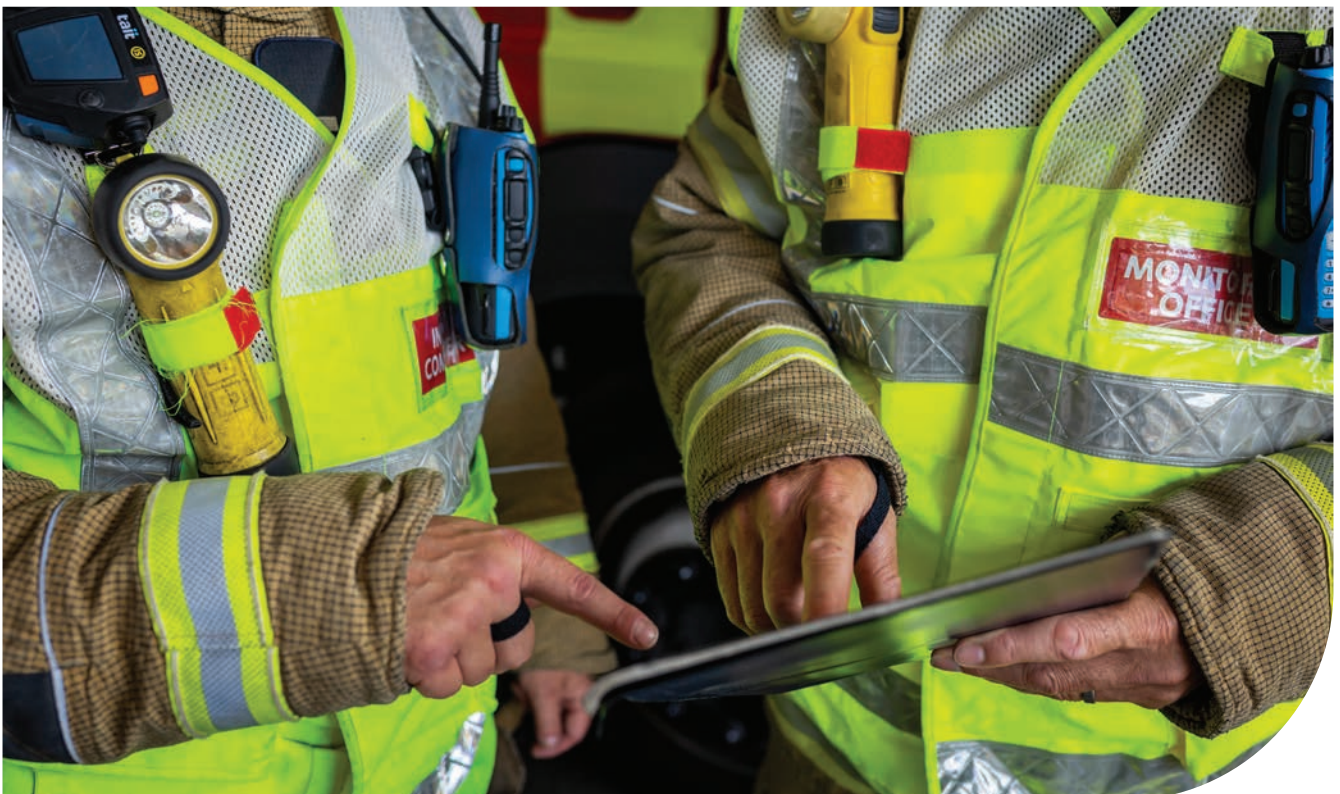


Operational Learning Model

LFB operates a structured operational learning cycle to ensure that experience from incidents translates into improvement. Learning is captured at the incident ground through hot debriefs that record safety events, hazards, control measures, equipment performance and operational decision-making while information is most accurate. Debrief outcomes are formally recorded through an electronic system and assessed by the Operational Learning Team, who evaluate significance, and determine where further structured debrief or review is required.

Where learning is assessed as actionable, it is progressed through a defined improvement process. Specifically, we:

- **Capture debrief outcomes consistently** through an electronic debrief record, ensuring a clear evidence base from incidents.
- **Assess and prioritise learning** using a structured prioritisation approach, validating accuracy and completing appropriate risk assessment so only actionable learning is progressed.
- **Embed improvements** through a defined process that updates policy, procedures, training, operational guidance and equipment requirements, with actions allocated to accountable owners and tracked through governance.
- **Share relevant learning externally** through established national mechanisms, including National Operational Learning (NOL) and Joint Operational Learning (JOL) where multi-agency relevance is identified, coordinated via a designated Single Point of Contact.
- **Close the feedback loop** by communicating outcomes and changes to staff, ensuring learning is understood and applied across the organisation and supports continual improvement in firefighter and public safety.



BUSINESS CONTINUITY AND RESILIENCE

Alongside day-to-day operational learning, LFB maintains arrangements to ensure service continuity during periods of disruption or exceptional demand.

We maintain comprehensive business continuity arrangements in accordance with the Civil Contingencies Act to ensure that critical services can be sustained during periods of disruption, exceptional demand or national emergency.

Our plans are subject to regular review and are tested through national and local exercising and operational learning. Clearly defined degradation principles enable us to prioritise life risk and critical functions should operational capacity be constrained.

Lessons learned from large-scale and protracted incidents have strengthened our surge planning, resilience arrangements and cross-agency coordination.

Escalation framework

LFB operates a structured Escalation Framework to identify and manage foreseeable risks to service delivery. Intelligence from partners including the Metropolitan Police Service, London Ambulance Service, the Met Office and London Resilience is assessed through a risk-scoring process that determines a tiered organisational response.

During periods of heightened demand or disruption, LFB can draw on a range of measures to maintain service delivery. These include adjusting pre-determined attendances, recalling specialist personnel, cancelling non-operational duties to maximise appliance availability, activating the Brigade Coordination Centre, forward mobilising resources to areas of anticipated need, and coordinating with partners through established multi-agency arrangements. The framework covers a broad range of scenarios including severe weather, civil disturbance, large-scale events, staff unavailability, counter-terrorism and national resilience deployments.



IMPROVEMENTS WE WILL MAKE

The following improvements help to deliver Commitment 3 of our Community Risk Management Plan: 'We will improve how we respond to emergencies'.

1. We will improve the way we receive 999 calls, mobilise our crews, and share accurate information during incidents.

We will:

- introduce a new Control Commander role to strengthen how we manage and support our Control teams, including training for incidents such as highrise fires, major transport accidents and COMAH sites.
- continue to meet our attendance time standards, making the best possible use of our staff, resources and budget.
- introduce a new mobilising system to improve the way we receive 999 calls and dispatch our firefighters.
- deliver the recommendations from the Specialist Capability Review to strengthen our specialist capabilities.
- use new technology to give the public clear, real-time information during major incidents such as severe weather or terrorist attacks, helping people stay safe as situations unfold.
- introduce an easy-to-use non-emergency contact service so people can request safety visits and advice, seek guidance and support and access alternative non-emergency channels designed to be more inclusive and accessible.
- improve the support available to 999 callers, helping them better understand risk and receive the right help. This includes exploring tools like 999Eye and What3Words.



2. We will make sure our firefighters are always fully prepared and that our services can continue running effectively during any situation.

We will:

- ensure all firefighters are trained to restore radio communications in difficult environments.
- ensure all firefighters are trained to operate different water supply systems to improve water flow during incidents.
- look for new ways to support our communities and partners, making flexible use of our firefighters and equipment wherever they are needed most.
- deliver our modern firefighting strategy, ensuring our approach keeps pace with London's changing built environment, emerging operational risks and community needs.
- strengthen our business continuity plans so that London Fire Brigade can meet its legal duties, adapt to changing community needs and keep delivering services even when demand increases.
- continue aligning our operational processes to national best practice, ensuring our approach reflects the best national standards and supports sound decision making, even in uncertain or fast changing situations.
- develop and enhance our training offer so our staff have the right skills for rare but high impact events.
- use our specialist skills and equipment to support London's recovery when major incidents or large scale disruption occur, including after our emergency responsibilities have ended.

3. We will work more closely with our partners and other agencies to improve how we respond together, and strengthen both London and the UK's resilience to major incidents.

We will:

- continue to support national and international emergency response efforts – including National Resilience, International Search and Rescue and Joint Overseas operations – and look for further opportunities to help partners across the country.
- strengthen how we work with other emergency services and organisations by agreeing clear, formal arrangements that set out who does what, making it easier for teams to work together during incidents.
- improve how we share information with key partners and create a routine referral system so that people who may be vulnerable get the right support quickly and effectively.

MEASURES OF SUCCESS

London Fire Brigade monitors the performance of its Respond service through a suite of key performance indicators developed as part of the 2023–2029 CRMP. These CRMP KPIs include our attendance targets, detailed in the 'Response Standards' section of this strategy.

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 Response 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.



What's stopping you from joining a world-class fire service and helping us keep London safe? We are London Fire Brigade and we're here to make London safe for friends, family and the community. For more information on careers at LFB, scan the QR code or go to: london-fire.gov.uk/careers/





**YOUR
LONDON
FIRE
BRIGADE**

RECOVER

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

London Fire Brigade provides a vital fire and rescue service that protects residents and businesses across the city, operating within a changing national and international context where evolving political and societal dynamics shape the exceptional risks we must plan for.

London's recovery context

This document sets out the actions we take to help communities, businesses, partners and individuals recover from the impacts of fire and rescue service-related incidents and adverse events. When Prepare, Protect and Prevent activities cannot prevent

emergencies taking place or protect people from the effects of these emergencies, our Recover strategy focuses on supporting people and communities affected by an incident by helping to reduce its longer-term impacts. It describes how we may take action after an event, including providing proactive support and care to those affected.



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 Recover 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

OUR RECOVER SERVICE

The Recover service covers the actions LFB takes to reduce the lasting impact of incidents on people, communities, businesses and infrastructure.

It begins during the emergency response itself, where crews work to limit damage, protect property and identify people who may need support. It extends into the period after the immediate emergency has been resolved, where LFB works alongside partner agencies to help those affected return to normal life.

LFB's recovery role takes two main forms

The first is response recovery: the practical work carried out by frontline crews during and immediately after an incident to control damage, preserve property and the local environment, identify vulnerability, and make referrals to appropriate support services. This is the area where LFB has the most direct impact, because it is delivered by the crews already on scene and begins at the point when it matters most.

The second is recovery in partnership: working alongside local authorities, other emergency services and partner organisations to support wider community recovery after significant incidents. In this role, LFB contributes operational capability, specialist expertise and local knowledge.

Recovery in London is a shared responsibility

The 32 boroughs and the City of London hold the primary statutory duty for community recovery following emergencies, supported by the multi-agency coordination structures and the London Resilience Forum. LFB's contribution to that system is important but bounded: we are often the first agency to identify people in need of support. We can deploy specialist capabilities to assist with recovery operations such as flooding or hazardous material incidents, and we provide fire investigation services that help individuals, insurers and criminal justice agencies understand what happened and why.



HOW WE SUPPORT RECOVERY ACROSS LONDON

Our risks

LFB's recovery activity covers the full range of risks identified in the Assessment of Risk. The nature and scale of recovery support varies by incident type.

Day-to-day risks

For the most common incidents, such as dwelling fires, road traffic collisions, and other day-to-day emergencies, recovery is primarily delivered by the crews on scene. This includes limiting damage, identifying people who need support, and making referrals to partner agencies. The most common of these day-to-day risks which result in incidents are:

RISK TYPE

	Fires in the home
	Fires in large public and commercial buildings
	Outdoor fire near urban areas
	Road traffic collisions
	Water related incidents
	Physical vulnerability
	Hazardous materials
	Persons trapped

Extraordinary risks

For larger or more complex incidents, such as major flooding, industrial accidents or terrorist attacks, LFB's recovery role extends beyond the immediate scene. This involves coordinated working with local authorities, other emergency services and specialist partners. The risks below represent those where LFB's recovery activity is most significant.

Flooding generates some of the most sustained recovery demand LFB faces. The aftermath can leave homes, businesses and public spaces waterlogged or inaccessible across wide areas simultaneously.

Extreme heat and wildfire events leave a growing recovery footprint. Recovery involves not only the immediate aftermath of fire damage but also supporting communities affected by destruction of property, loss of green space and temporary displacement.


Terrorism incidents generate recovery demands that are acute, complex and prolonged: involving mass casualty support, disaster victim identification, scene management, and long-term community recovery that can continue for years. LFB contributes fire investigation, specialist scene assessment and hazardous material capabilities, and supports the multi-agency structures that coordinate survivor care.

Industrial and hazardous materials incidents drive recovery challenges around contamination, environmental damage and prolonged disruption to surrounding communities. Recovery can require extended cordons, specialist decontamination and coordinated work with regulators including the Environment Agency and the Health and Safety Executive. LFB's hazardous materials expertise and fire investigation capability contribute directly to establishing cause and advising partners on restoration. LFB supports businesses and partners in line with Control of Major Accident Hazards (COMAH) Regulations 2015.

RISK TYPE

	Urban flooding
	Outdoor fire near urban areas
	Terror-related

RISK DRIVER

	Sustainability and climate change
	Changing built environment
	Health security and resilience
	Population change

RESPONSE RECOVERY

This focuses on the work carried out by frontline crews and officers during, or immediately after, an incident. These actions aim to reduce the impact of the event, support those affected, and help communities recover and return to normal as quickly as possible. Recovery support is typically delivered in person as part of the initial response, comprised of three areas:

1. Personal and community recovery

Crews work closely with individuals and communities to understand what is most important to them and take practical steps to reduce losses and support recovery after the incident.

During the incident, alongside firefighting or other emergency actions, to prevent serious damage where possible:

Fire crews work to limit damage and protect what matters most to people and communities. This can include saving buildings, personal belongings, important records, community facilities, and the local environment wherever possible.

After the immediate danger has passed, to reduce existing damage and restore normal conditions:

Beyond their core emergency response, crews routinely use their skills, equipment and physical presence at and around incident scenes to help restore normal conditions for affected communities as quickly as possible. Where appropriate, this may include clearing debris or obstructions from roads and public spaces, removing fallen trees or hazardous materials that are preventing safe access, pumping floodwater from residential and community buildings, or making areas safe for residents to return. Where an incident has disrupted transport routes or restricted access to homes and businesses, crews work with partner agencies to reduce cordons and reopen roads as soon as conditions allow. The objective is to minimise the period during which communities are displaced or disrupted, using the capabilities and resources already deployed to an incident to practical effect while they remain on scene.

As part of their response, crews also look out for people who may need extra support. This includes identifying vulnerabilities such as health, wellbeing, or financial concerns, and taking immediate steps to keep people safe. Where needed, crews make referrals to the appropriate support services. When identifying people who may need extra support, crews take account of factors including language, disability, age, cultural background and living circumstances. Where communication needs require it, crews work with Community Engagement Officers or partner agencies to ensure affected individuals can access the information and support available to them.

Fire crews also carry out early fire investigation work, helping to preserve the scene and support the police. Understanding what caused an incident can help individuals and communities recover and reduce the risk of it happening again.

Following the incident, to help prevent any further loss or harm:

Crews carry out targeted home fire safety visits, known as 'hot strikes', in the immediate area surrounding the scene. While these visits are a prevention activity at their core, they serve an important recovery function: they provide visible reassurance to nearby residents, offer practical safety advice relevant to the type of incident that has just occurred, and create a direct opportunity for crews to identify individuals or households that may need further support.

Long term recovery – The fire at Grenfell Tower in June 2017 fundamentally shaped how LFB understands and delivers long-term recovery. The recovery effort involved search and recovery operations, support for bereaved

families and survivors, and years of ongoing community engagement. The learning from Grenfell led directly to the creation of a dedicated Community Engagement team, the development of LFB's Community Forum, a community led Grenfell Memory Project and the development of structured approaches to long-term engagement with affected communities.

LFB's Community Forum brings together up to fifteen community members from across London, including people with lived experience of the Brigade's services. It helps ensure that community perspectives are reflected in how LFB designs and delivers its services, including its approach to recovery.

Through the Grenfell Memory Project, a Restorative Justice initiative, the Brigade has made a significant commitment to rebuilding its relationship with those affected by the Grenfell fire and to creating a meaningful legacy. This continues to inform our approach to long-term recovery, ensuring that when communities face the aftermath of major incidents, the Brigade is equipped to provide effective support.

2. Public infrastructure recovery

In areas where important local or national infrastructure is affected, an incident can disrupt essential services such as electricity, water, or communications. In these situations, protecting and restoring infrastructure is a high priority for fire crews to help communities recover as quickly as possible.

During or immediately after an incident, crews assess what resources are needed to limit damage and support

wider recovery. If additional support or specialist skills are required, officers will request extra resources. Crews then use their capabilities to help return the surrounding area to normal as soon as it is safe to do so. This support may include:

- Pumping water out of homes and buildings
- Clearing debris from roads and public spaces
- Containing or controlling hazardous materials during the emergency phase
- Providing specialist advice and safe systems of work for partner organisations
- Helping to ensure safe access in and out of affected areas for local communities

3. Private infrastructure recovery

Fire crews work to reduce the impact of incidents on businesses and privately owned buildings, including disruption caused by emergency response activity or the loss of essential services. They work closely with partner organisations to keep disruption to a minimum by reducing cordons, limiting restrictions, and reopening roads and transport routes as soon as it is safe to do so. This helps businesses return to normal operations as quickly as possible.

Where appropriate, crews may also use their skills and equipment to help limit damage and support recovery at commercial premises.

In some circumstances, we may recover costs for specific support provided to businesses. This applies to defined chargeable special services set out in our 'Charging for special service incidents' policy, which is available on the LFB website.

3. Private Infrastructure Recovery continued

This can include:

- Using Brigade equipment to supply or remove water
- Clearing floodwater from commercial properties
- Managing chemical or hazardous material incidents in non domestic settings.

Any such charges are applied in line with our policy and are intended to support recovery while ensuring emergency resources are used appropriately.

Charges do not apply where there is a fire or immediate danger of fire, where immediate action is required to save life or avoid imminent risk of injury, or where the incident involves domestic premises. Charges are also waived on humanitarian grounds, including where elderly, disabled or infirm persons are involved. The charging framework is separate from operational decision-making: an appliance will always be mobilised to any request, and the assessment of whether a charge applies takes place after the immediate risk has been managed.

Incident Commanders explain the charging procedure to the responsible person at the scene, including whether a charge applies, how much it would be, and the basis for any exemption.

Persons trapped – recovery support

Where incidents involve persons trapped, whether in collapsed structures, behind locked doors, in machinery, or on transport infrastructure, crews contribute to recovery alongside their rescue function.

For incidents affecting transport networks or public spaces, this can include working with operators and partner agencies to restore access and return services to normal as quickly as possible, for example supporting the clearance of a rail line following a rescue so that services can resume. Where structural collapse or significant damage has occurred, crews support wider recovery by assisting with making buildings and areas safe.

For smaller-scale incidents such as persons trapped behind locked doors, the recovery role is primarily focused on identifying vulnerability. Crews routinely encounter individuals, often elderly or isolated, whose circumstances may indicate a need for further support. In these cases, crews make referrals through the Person at Risk process, connecting people with local authority services and other partner agencies.



COMMUNITY ENGAGEMENT OFFICERS

LFB's Community Engagement Officers provide a dedicated point of contact between the Brigade and the communities affected by significant incidents. Officers are available on a 24/7 on-call basis to respond when needed. Their involvement typically begins during the incident itself, providing advice and making early contact with local organisations and partner agencies when needed. Where the scale or impact of an incident warrants it, officers liaise directly with residents and partner agencies, assess welfare needs, and support

with planning the recovery activities that will follow once the emergency phase has concluded. Following an incident, Community Engagement Officers work to ensure that people who need support are connected with the right services. For serious or large-scale incidents, this engagement may extend into longer-term work, including facilitating contact between LFB and bereaved families or survivors, maintaining relationships with residents' associations, and supporting wider community recovery activity in the affected area.

FIRE INVESTIGATION

LFB's fire investigation teams play an important role in the recovery process, in addition to supporting our Prevention and Protection services (described in their respective service strategies). Establishing the cause of a fire helps affected individuals and businesses access insurance, supports criminal proceedings where arson or negligence is involved, and provides the evidence base that informs prevention activity aimed at stopping the same type of incident from

happening again. Investigation begins with initial scene preservation by responding crews and is continued by specialist fire investigators who attend more complex or serious incidents. The teams are often supported by LFB's fire investigation dogs, who are trained to detect the presence of accelerants at fire scenes. Fire investigation findings are shared with partners including the Metropolitan Police and other agencies involved in supporting those affected.

RECOVERY IN PARTNERSHIP

At larger incidents, responsibility for long-term community recovery usually sits with the local authority.

However, we can play an important supporting role working alongside communities and partner organisations to aid recovery, particularly where specialist capabilities or longer-term support are needed. Our contribution to frameworks such as the London Resilience Partnership reflects this approach, ensuring coordinated support that helps affected communities rebuild.

In some areas, the Brigade has formal partnership agreements in place. These set out how organisations will work together during emergencies, clearly defining roles, responsibilities and ways of working. This includes partnerships with organisations such as the Environment Agency, the Metropolitan Police Service, the London Ambulance Service, Local Authorities, the Greater London Authority (GLA), and Central Government.

Additionally, the Brigade is a member of local Safeguarding Adults Boards across London, which bring together the local authority, police, health services and other organisations to oversee adult safeguarding arrangements in the area. Borough Commanders represent LFB on these boards.

In other cases, we may engage with other organisations on an ongoing basis, for example local residents' associations after a major incident.

London Fire Brigade can support recovery in several ways, including:

- Assisting with the recovery and care of victims
- Supporting disaster victim identification processes
- Carrying out fire investigations and supporting criminal investigations
- Helping to detect, monitor and identify hazardous materials
- Working alongside local authorities through Local Authority Liaison Officers
- Providing practical and logistical support at Rest Centres and Survivor Centres

Through this partnership approach, the Brigade helps ensure communities are supported, informed and able to recover as effectively as possible after major incidents.

In some circumstances, we may use our discretion to deploy people and resources where the Commissioner determines there is a clear public need. This allows us to support communities and partner organisations beyond our core statutory duties when it is safe and appropriate to do so. This support may include:

- Providing trained personnel to help meet wider public needs.
- Supporting recovery from wide area flooding or climate related incidents.
- Assisting recovery following incidents of high threat and terrorism.
- Supporting the London Resilience Forum partners.
- Providing specialist staff to support national resilience arrangements or national priorities, such as the Pandemic Multi-Agency Response Team (PMART).
- Deploying non-emergency resources to support other fire and rescue services, emergency responders, or policing partners, including specialist capabilities.
- Supporting recovery from incidents involving hazardous materials.

The Brigade also supports wider multi-agency investigations arising from major or complex incidents in accordance with agreed processes. It does this by contributing specialist operational capability and technical expertise. This can involve leveraging our resources and capabilities to support our partners in a variety of circumstances, for example supporting Police Forensic Management Teams in recovering important evidence from potentially hazardous locations. Through this partnership approach, the Brigade helps other organisations carry out investigations safely and effectively, while supporting the wider recovery effort for those affected.

Any such support is carefully considered and delivered in line with the Brigade's responsibilities, ensuring that emergency response and public safety remain the top priority.

WORKFORCE COMPETENCY AND TRAINING

LFB maintains training provision to ensure staff are equipped to carry out their recovery functions effectively.

Frontline crews

All operational crews receive training in the core recovery skills that form part of their day-to-day role: limiting damage to property, identifying vulnerability in people affected by incidents, and officers are trained in making referrals to partner agencies and support services. Crews are also trained to carry out initial scene preservation to support fire investigation, and to deliver post-incident home fire safety visits (hot strikes) in the area surrounding an incident.

Safeguarding

All LFB staff receive safeguarding training appropriate to their role, in line with the Brigade's safeguarding policies. This training equips staff to recognise signs of abuse, neglect and self-neglect, identify vulnerability, and take appropriate action including making referrals to local authority social services departments using the Brigade's Person at Risk reporting process. Safeguarding referral responsibilities are embedded at every level of the organisation: frontline crews identify and report concerns, and Station Commanders and Borough Commanders review and progress referrals within defined timescales.

Community engagement at incidents

LFB delivers training to frontline officers to equip them with the skills needed to manage community engagement at the incident ground and in the immediate aftermath. This training has been rolled out to Group Commanders, Borough Commanders and Station Commanders, and is being rolled out to a wider cohort of operational officers. In addition to training, a Community Risk Assessment tool and relevant guidance have been developed to help Incident Commanders identify when dedicated Community Engagement Officer support should be requested, based on the nature and impact of the incident.

Operational Assurance

Operational assurance is delivered through structured incident reviews, command monitoring and proactive performance oversight. We also maintain a Fire Stations Assurance Framework which provides structured evidence that frontline crews are delivering key activities to the required standard and in compliance with relevant policies. Station Commanders and Borough Commanders use this framework alongside operational data to maintain oversight of local delivery and to identify where activity needs to be adjusted.

Operational Learning Model

LFB operates a structured operational learning cycle to ensure that experience from incidents translates into improvement. Learning is captured at the incident ground through hot debriefs that record safety events, hazards, control measures, equipment performance and operational decision-making while information is most accurate. Debrief outcomes are formally recorded through an electronic system and assessed by the Operational Learning Team, who evaluate significance, and determine where further structured debrief or review is required.

Where learning is assessed as actionable, it is progressed through a defined improvement process.

Specifically, we:

- **Capture debrief outcomes consistently** through an electronic debrief record, ensuring a clear evidence base from incidents.
- **Assess and prioritise learning** using a structured prioritisation approach, validating accuracy and

completing appropriate risk assessment so only actionable learning is progressed.

- **Embed improvements** through a defined process that updates policy, procedures, training, operational guidance and equipment requirements, with actions allocated to accountable owners and tracked through governance.
- **Share relevant learning externally** through established national mechanisms, including National Operational Learning (NOL) and Joint Operational Learning (JOL) where multi-agency relevance is identified, coordinated via a designated Single Point of Contact.
- **Close the feedback loop** by communicating outcomes and changes to staff, ensuring learning is understood and applied across the organisation and supports continual improvement in firefighter and public safety.

While the primary focus for this process is on the Respond service, any learning relating to Recover will also be captured and actioned in the same way.



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. We will introduce a Non-Emergency Contact Service

- We will introduce an easy-to-use non-emergency contact service so people can request safety visits and advice, seek guidance and support and access alternative non-emergency channels designed to be more inclusive and accessible.

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

2. We will strengthen joint responses with partners to improve resilience to major incidents, while future-proofing our own prevention, protection and response services.

- We will continue to support national and international emergency response efforts – including National Resilience, International Search & Rescue and Joint Overseas Protect and Prepare operations - and look for further opportunities to help partners across the country.
- We will strengthen how we work with other emergency services and organisations by agreeing clear, formal arrangements that set out who does what, making it easier for teams to work together during incidents.

- We will use modelling and trend analysis to adapt our services as risks and community needs change.
- We will use our specialist skills and equipment to support London's recovery when major incidents or large scale disruption occur, including after our emergency responsibilities have ended.

These improvements help to deliver Commitment 4 of our Community Risk Management Plan: "We will design services around your needs and concerns".

3. We will embed the round the clock mobilisation of Community Engagement Officers at significant incidents

- We will embed the new 24/7 mobilisation policy and system for engaging Community Engagement officers at significant incidents.

4. Protect people at risk through strong safeguarding

- We will ensure all staff receive safeguarding training aligned to National Fire Chiefs Council (NFCC) safeguarding competency standards that is appropriate to their role, so they have the knowledge and confidence to recognise concerns and take the right action. We will also keep our safeguarding policies under regular review to make sure they are effective, clear, and meet our legal responsibilities to protect children, young people, and adults at risk.

MEASURES OF SUCCESS

Our day-to-day recovery activity is measured using the Community Satisfaction Rating KPI, which is drawn from independent polling and tracks the percentage of Londoners who agree that the services provided by London Fire Brigade to protect and serve London are the right services. This measure is reported regularly as part of our CRMP KPIs and provides a broad indicator of public confidence in the Brigade's overall service offer, including its recovery 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 Recover 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.





The Community Forum, established in September 2022 following recommendations from the Grenfell Tower Inquiry and HMICFRS inspection, brings together up to 15 diverse Londoners to provide a valued community voice to the Brigade's work. Meeting monthly, the Forum acts as a critical friend, co-designing solutions with staff and helping embed good practice in community engagement.

For more information scan the QR code or go to:
london-fire.gov.uk/community/community-engagement/community-forum/

