

**IT'S  
YOUR  
LONDON  
FIRE  
BRIGADE**

**OUR PLAN  
TO KEEP  
LONDON  
SAFE  
2023–2029**

**Summary**

**L F B**  
LONDON FIRE BRIGADE

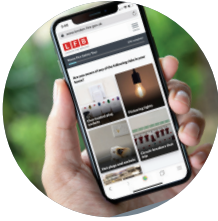
# **Welcome to Your London Fire Brigade**

Over the past few months, we have worked in partnership with Londoners to create a draft Community Risk Management Plan.

It is called 'Your London Fire Brigade' and describes how the Brigade can help prevent incidents and protect you from danger.

This plan meets our requirement under the Fire and Rescue national framework for England to produce what they call an Integrated Risk Management Plan. One of the most important things this plan must do is reflect our Assessment of Risk and what we will do to help reduce and respond to that risk. In the past, we have called this the London Safety Plan.

We would now like to hear what you think.



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# Introducing our plan

In developing this plan, we have set out to listen and learn from you, the people we serve.

London Fire Brigade is undergoing considerable change. This seven year plan is important because it is the first since the tragic fire at Grenfell Tower on 14 June 2017 where 72 people died. As a result of that fire, the Brigade received specific recommendations from both the Grenfell Tower Inquiry and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) about how we needed to improve.

Since then, we have been committed to doing everything we can to learn the lessons from that tragedy and address those areas for improvement.

In his first month as London Fire Commissioner, Andy Roe launched the Brigade's Transformation Delivery Plan which set out how we would address the Grenfell Tower Inquiry and HMICFRS recommendations.

## So far, we have:

- Introduced fire escape hoods to help rescue people.
- Introduced new 32m and 64m ladders to help tackle fires in high-rise buildings.
- Rolled out an extensive programme of training for how the Brigade responds to high-rise fires. This included when the 'stay put' guidance is no longer practical, and when a mass evacuation must be carried out.
- Introduced an online Home Fire Safety Checker, as well as increasing fire safety visits to support businesses.
- Improved how we handle emergency calls to our Brigade Control to make sure that 'Every Contact Counts'.
- Set clearer expectations about how we treat each other and the people we serve. We now test for this when recruiting and promoting people.
- Set leadership goals and performance discussions against these expectations so that we practice them.
- Trained assessors for recruitment and promotions, including how to manage and mitigate unconscious bias.

The Transformation Delivery Plan moved us forward and has formed the foundation for this community-focused plan. We now want to hear your views on our detailed plans.

We want to protect the London we love and to be trusted to serve and protect you. To create this plan, we've been out in our communities, speaking to you directly to find out what you want from us and how we can transform our services to meet your expectations.

## You said:

I want to know more about what LFB do on top of fighting fires.

LFB should raise awareness of their roles.

LFB should raise awareness of the equipment they have to attend non-fire-related incidents.

I wish LFB understood the specific needs of my community and could tailor their engagement approach with us based on this.

After each incident, I would like information on what LFB can do to support me, what I can do to help myself and what can we do together.

I want LFB to keep me up-to-date on fires in my area.

I want to know more about LFB's specialist roles and responsibilities.

I want to know more about how LFB works with the disabled, to ensure their safety is protected.

Keeping communities informed and up to date will reduce anxiety amongst Londoners and curb the spread of false information.

# Our Assessment of Risk

As an organisation that has been part of this city for over 150 years, we have developed a good understanding of where the risks lie for our communities. The conversations we have had with Londoners so far have helped us to build on this understanding and helped inform both our **Assessment of Risk** and our **response** to it.

"It would be reassuring to know that the fire brigade had assessed the building I work in for risks and given advice on how to proceed in an emergency situation."

We use a range of methods to assess risk including historical incidents, data collection, the London Risk Register and horizon-scanning.

The Assessment identifies and assesses current risks as well as potential new ones to give us a clear understanding of what is most likely to cause harm now and in the future. This underpins our plan so that we can make sure that the changes we are making have the biggest impact on our highest risks.

The assessment of these risks is central to this plan and we have used it to make sure that the changes we are making have the biggest impact on our highest risks.

We asked Londoners what risks they faced and how we can prevent and protect communities from them. The feedback we received helped inform our Assessment of Risk and this plan.

**We take a three-step approach to reducing risk.**



We have taken a people-related approach to risk in London and put your concerns and vulnerabilities at the centre of our risk identification and assessment.

**We have considered this risk alongside three others:**

- **People-related risks**
- **Day-to-day risks**
- **Extraordinary risks**
- **Emerging and future risks**

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## People-related risks:



Population



Physical vulnerability



Social vulnerability



Behavioural vulnerability

Those people-related risks linked to places are:



Building location



Building occupancy/use



Building ownership and management



Building configuration and construction

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## Day-to-day risks



Road traffic collisions



Outdoor fire near urban areas



Fires in the home



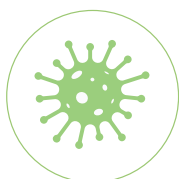
Fires in large public and commercial buildings

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## Extraordinary risks



Terror-related



Influenza-type pandemic



Major fires



Urban flooding

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## Emerging and future risks



Population change



Sustainability and climate change



Changing built environment



Security and resilience

# Our response to risk

Our understanding of risk continues to change as London changes. We are therefore continually updating our services in response to changing risks.



We know that there are improvements we can make to our **Prevention, Protection and Response** services to make Londoners safer.

We will start by improving these services in the following ways:

- Productivity improved
- Quality enhanced
- People focused
- Adaptable to change
- Flexible to need

We will bring together existing services into three newly defined areas. These are: **Preparedness, Recovery and Engagement.**

This will mean that you, as Londoners, are cared for, are safer during an incident and your needs are put at the centre of our services. We will continue to provide our current services, at least to their existing levels, and respond to local risks through increasing service delivery.



# How our services will better meet your needs

## Prevention services

Prevention services are targeted to the most vulnerable and are delivered by teams who understand the needs of local communities.

### Outcomes for Londoners

Communities will access this service easily through in-person and virtual channels. We will have a wide range of services in place to support reducing risk in homes and businesses, and ensure that we target those who are most vulnerable to fire and other hazards.

## Protection services

Protection services will serve communities, enforce safety legislation, and supply guidance.

### Outcomes for Londoners

Communities and businesses will understand LFB's role in protection activities. They can easily receive advice and guidance related to fire safety from LFB. The highest risk premises will be targeted and prioritised.

## Preparedness services

Preparedness services are well known and accessible, enabling individuals and businesses to respond to emerging risks.

### Outcomes for Londoners

Communities will be aware of the Brigade's preparedness services and how to access them. They will be proactively engaged with LFB concerning emerging risks. They will understand how they can be active partners in risk reduction and make themselves and their properties safer from a range of risks.

## Response services

Response services are still critical for LFB. Staff are equipped to respond quickly to create the best outcomes for communities.

### Outcomes for Londoners

Communities will easily access response services through a range of channels. Aftercare is routinely offered. Communities will be actively encouraged to supply feedback to the Brigade so that we can improve our services.

## Recovery services

Recovery services support those in need to mitigate the impact of an incident, with LFB and partners working hand-in-hand proactively supplying post-incident care.

### Outcomes for Londoners

Communities will be consistently offered the right services after an incident to support recovery and mitigate the effects. This will be well known across all of London's communities and LFB. Communities will have access to tailored services to reassure them and enable them to become an active partner in their recovery.

## Engagement

Engagement is key to raising awareness of LFB services and with partners supporting communities in times of need.

### Outcomes for Londoners

Communities can easily engage with the right people with the right skills to address their concerns within LFB, and fire and rescue related risks within their communities. Engagement is interactive and informative for both communities and LFB. It delivers reassurance and helps to build trust across all of London's diverse communities.

# Our pillars

We have created four pillars in response to feedback from Londoners that describe our priorities. They address you directly, emphasising our focus on what Londoners have told us and our understanding of your expectations.

## ENGAGING WITH YOU

Londoners told us they want a more localised service, so we will ensure you have more influence about what we do locally to reduce your risk. Londoners also said they wanted easier access to our services. We will help you engage with us in more accessible and inclusive ways that suit you.

## PROTECTING YOU

We are expected to predict demand, understand risks that could affect you, and adapt as your needs change. We will put improved focus on finding future risks and update our services for rescue operations. We'll also design services around your needs and provide services that better meet the needs of everyone before, during and after an incident, based on what Londoners have told us they would like to see.

## LEARNING FROM OTHERS

We will be learning from you and others to understand what we need to do to better train and equip our staff to provide you with the services that you need. We will focus on our internal culture, to ensure we have shared excellence across all departments. We will focus on staff wellbeing and developing our talent.

## ADDING VALUE

Londoners expect us to be efficient, to know what works and therefore how best to use your money to improve your safety. We will move from being very experience-led to become more evidence-led. We will work with other organisations to secure a safer future for everyone.

# Our commitments

We are making eight commitments to you as part of this plan.

## ENGAGING WITH YOU: Community-focused and service-led

### COMMITMENT 1

**We will work with you to provide local services that meet your needs**

We want to build trust between the Brigade and you, enhance our understanding of local risk profiles and vulnerabilities, support the proper provision of services according to need and create opportunities for more integration within our communities.

#### WHAT WILL WE DO?

- Empower local leadership
- Local community engagement
- Use technology to support local delivery

#### HOW WILL WE KNOW IT'S WORKING?

- Community satisfaction ratings
- Development of a community impact tool
- Staff make-up (gender, Black, Asian and Minority groups and people with disabilities)

### COMMITMENT 2

**We will make it easy for you to access our services**

We want to increase public access and understanding of the services we provide, and their value. We want to improve how we meet your needs and the different communities across London. By finding out how we can adapt services to suit your needs.

#### WHAT WILL WE DO?

- Introduce non-emergency access to us
- Community-led fire stations
- Prevention and protection services

#### HOW WILL WE KNOW IT'S WORKING?

- Number of triages via our online Home Fire Safety Checker

# Our commitments

## PROTECTING YOU: Adapting to change and outcome-focussed

### COMMITMENT 3

#### **We will adapt our services as your needs change**

We want to meet you and your communities' evolving needs, while being ready for the future. We will also deliver a fit-for-purpose service based on evidence. This will improve how we provide services to respond to new risks such as those involving new buildings.

##### **WHAT WILL WE DO?**

- Modernise fire and rescue technology and tactics
- Improve sharing of information at incidents
- Better incident management equipment

##### **HOW WILL WE KNOW IT'S WORKING?**

- First appliance arrival within six minutes
- Second appliance arrival within eight minutes
- To get a fire engine anywhere in London within 10 minutes
- Alleged fire risks addressed within three hours
- Ratio of high-risk audits completed

### COMMITMENT 4

#### **We will design services around your needs and concerns**

We will deliver our services according to your needs. We will improve how we communicate our services to London's communities. We will support the wellbeing of communities after an incident has occurred.

##### **WHAT WILL WE DO?**

- Live incident updates
- Improve awareness around our services
- Closer partnership working

##### **HOW WILL WE KNOW IT'S WORKING?**

- Station staff time spent on prevention activity
- Station staff time spent on protection activity
- Percentage of high-risk home fire safety visits
- False alarms due to Automatic Fire Alarms (AFAs) in non-domestic buildings

# Our commitments

## LEARNING FROM OTHERS: Best people and working together

### COMMITMENT 5

**We will enable our people to be the best they can be, to serve you better**

We want to better train and equip our staff to provide you with the services that you need. We will do this by investing in them through modern training systems and assets. We will improve the provision of our prevention, protection and response services by developing, tracking and allocating skills, capability and experience according to need and risk.

#### WHAT WILL WE DO?

- Improved training
- Talent development
- Better focus on staff wellbeing and safety

#### HOW WILL WE KNOW IT'S WORKING?

- Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORs)
- Percentage of managers who have completed training against plan
- Pay gap reporting
- Staff sickness monitoring

### COMMITMENT 6

**We will work together to provide the best possible services to meet your needs**

We want to have a culture that learns from its people and the people it serves. We want to be set up for success by empowering leaders at all levels in the organisation. We want to improve collaboration across all our functions and create effective service delivery. We will deliver services based on outcomes, while keeping our current performance standards. We will learn from our communities and support local LFB leaders to respond effectively to community risk.

#### WHAT WILL WE DO?

- Support the frontline
- Streamline support services
- Staff support systems

#### HOW WILL WE KNOW IT'S WORKING?

- People Survey

# Our commitments

## **ADDING** VALUE: Delivering value and safer future

### COMMITMENT 7

**We will be driven by evidence to give you the value you expect**

We want to improve workforce productivity and use this to achieve more efficient and effective use of our resources and risk management. We also want to drive efficiencies that support value-for-money and enable us to re-invest efforts to enhance the effectiveness of frontline delivery.

#### **WHAT WILL WE DO?**

- Better measurement of outcomes
- Identify most valuable services

#### **HOW WILL WE KNOW IT'S WORKING?**

- Number of fire deaths
- Number of fire injuries
- Number of fires
- Accidental fire deaths in the home

### COMMITMENT 8

**We will work with other organisations to secure a safer future for everyone**

We want to formalise the way we partner with other organisations so we can easily work with them. We also want to shape policy and improve effectiveness through these partnerships. It is vital we gain an understanding of the built environment and risk across London to support wider societal priorities such as sustainability.

#### **WHAT WILL WE DO?**

- Adopt National Operational Guidance
- Shared services and learning with partners – net-zero 2030

#### **HOW WILL WE KNOW IT'S WORKING?**

- Develop reporting to understand how effective our partnerships are
- Develop reporting for opportunities for improvement during year one

# What is the Community Forum?

It is a group of people who provide their views, life experience and opinions to inform our transformation – helping us to put London's communities at the heart of everything we do.



**As a member of the Community Forum, you will be able to:**

- Act as a critical friend to the Brigade.
- Act as a voice for your local community.
- Help shape how the Brigade is run.
- Help shape how we can engage better with people and communities.
- Develop personal skills and meet new people.
- Gain knowledge and understanding of how the Brigade works.

## How can you get involved?

Sign up here and express your interest.  
We look forward to hearing from you:

<https://london-fire.gov.uk/community-forum>

If you require further  
information about London  
Fire Brigade and our plan to keep  
London safe, please contact us:  
**[consultation@london-fire.gov.uk](mailto:consultation@london-fire.gov.uk)**