

LFB Engage Service Strategy 2026 - 2029

Report to:

Commissioner's Board
Deputy Mayor's Fire Board.....
London Fire Commissioner

Date:

7 July 2026
28 July 2026

Report by:

Emma Morgan, Head of Community Engagement

Authorising Head of Service:

Janine Mantle, Director of Communications & Engagement

Report classification:

For decision

For publication

Values met

Service
Teamwork
Equity

I agree the recommended decision below.



Jonathan Smith
London Fire Commissioner

**This decision was remotely
signed on 2 October 2026**
Date

PART ONE

Non-confidential facts and advice to the decision-maker

This report presents the revised Engage Service Strategy for approval. This strategy continues to support the Community Risk Management Plan (CRMP) 2023 'Your London Fire Brigade'.

Executive Summary

This report introduces the revised Engage Service Strategy covering the period 2026 – 2029 and seeks approval for its publication.

Recommended decisions

For the London Fire Commissioner

That the London Fire Commissioner approves the revised Engage Service Strategy 2026- 2029 attached in Appendix 1 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. Five strategies have been reviewed, revised and published - and the sixth service strategy – Engage – is now submitted for approval.
- 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. The Engage service strategy has been developed by the Strategy and Planning team in collaboration with the Director of Communications & Engagement and the Head of Community Engagement, with support from the Communications and Engagement directorate more broadly.

- 1.4** All actions from the previous Engage service strategy's action plan have been captured and amalgamated into service deliverables as part of the new Service Improvement Framework (SIF) which has recently been approved at Commissioner's Board and is due at the Deputy Mayor's Fire Board shortly. 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 strategy; 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 replaces the Portfolio Board. This enables a formal closure of the previous Engage service strategy.

2 Objectives and expected outcomes

- 2.1** The new Engage service strategy has been structured in a fresh format to serve as a clear reference document that reflects the current reality of the service – in line with the previous five service strategies submitted. It provides an 'operational' overview of the Engage service, followed by a separate section outlining planned improvements over the next three years. It includes an introduction to the Engage service and what it means for Londoners, as well as the principles that underpin it.
- 2.2** In contrast to the previous iteration of the Engage service strategy, the intended audience is primarily our communities and stakeholders - with internal LFB staff as a secondary audience. This document has therefore been written at a high-level, with clear jargon-free descriptions.
- 2.3** The improvements articulated are derived from the directorate and departmental deliverables articulated within the SIF and do not contain details as to how they will be delivered.
- 2.4** This strategy will be reviewed eighteen months into its 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 Engage strategy is shaped by LFB's core values, ensuring that our commitment to Service, Integrity, Teamwork, Equity, Courage and Learning is embedded throughout our strategic intent.
- It demonstrates Service through a focus on delivering positive outcomes for Londoners.

- Teamwork underpins the collaborative approaches set out in the 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.

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 Engage strategy describes 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, a separate Equality Impact Assessment has not been produced for the Engage strategy.

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 and appendix 1 sets out LFB's Engagement strategy efor 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 Engagement strategy 2026- 2029 is a means by which the Commissioner will deliver the objectives set out in the CRMP.
- 7.10** The Engagement strategy will be published alongside the CRMP with a view to having greater transparency.

List of appendices

Appendix	Title	Open or confidential*
1	Engage Service Strategy 2026 – 2029 (content only)	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*



**YOUR
LONDON
FIRE
BRIGADE**

ENGAGE

SERVICE STRATEGY 2026 – 2029

July 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 engage context

This document sets out how we will deliver our services fairly, openly and consistently for all communities, putting Londoners and those affected by our services at the heart of our decisions. It supports our ambition to become more community led, working alongside people with lived experience to shape services that reflect real needs and priorities.

It also provides a clear framework for meaningful community engagement across London Fire Brigade, including work at borough level and following incidents. This includes creating opportunities to work in partnership with communities to design services together, so that learning from people's experiences helps improve how services are delivered in the future.

We want to acknowledge and thank the many communities that have helped us in the development of this Community Engagement Strategy, many of whom have faced the most devastating of life experiences. This includes Grenfell bereaved and survivors, and other

communities who have lived experience of our services, who are seldom heard and often overlooked. In addition, much collaboration and learning has taken place from major incidents, including the fires at Spectrum House, New Providence Wharf, and in Wennington. We recognise that there is much to do to ensure that London's diverse communities' rights, hopes and aspirations are met.

In April 2023, Community Engagement was established as a new service at London Fire Brigade. The team is made up of skilled and experienced community engagement practitioners, who will support the delivery of this plan and operate as subject matter experts. The team will support the Brigade to grow in its capabilities and capacity to deliver community engagement, operating as a hub of excellence, and ensuring that the voice of the community remains a priority. Engagement is a golden thread throughout our services and is key to achieving the ambitions set out in our Prepare, Prevent, Protect, Respond and Recover strategies.

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 Engage 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 DEFINITION OF COMMUNITY ENGAGEMENT

The purpose of Community Engagement at London Fire Brigade is to embody our commitment to keeping Londoners safe.

The purpose of Community Engagement at London Fire Brigade is to embody our commitment to keeping Londoners safe. This is a service that includes not only our emergency response, but preventing incidents, and reducing risk – a service that can only be delivered with the trust of the communities we serve. We bring people together to help understand challenges, find solutions, and improve how services are delivered to meet local needs. We believe that the best solutions are developed by working in partnership with communities and designing services together.

Our approach to community engagement is therefore open and accessible and values the views and experiences of everyone. We are committed to removing barriers, addressing inequality, and creating genuine opportunities for communities to influence the services we provide. This includes working closely with marginalised, seldom heard, underserved and under represented groups. London Fire Brigade has a deep

appreciation of the importance of involving those with lived experience of fire and incidents requiring our service. Doing so requires honest and sensitive management of everybody's expectations, and clarity and specificity about what is being asked of communities, alongside appropriate recognition and support for their contributions.

Below is a list of critical policies and incidents that have shaped our approach to working with communities.

- Public Sector Equality Duty
- The Gunning Principles
- The Grenfell Tower Fire
- The LFB Culture Review
- The Charter for Families Bereaved through Public Tragedy



OUR ENGAGE SERVICE

The Community Engagement team focuses on five key areas of work:



Supporting communities before, during and after incidents

We provide 24/7 community engagement support to Incident Commanders and crews attending incidents. We offer good practice guides and frameworks, as well as additional advice and specialist expertise where situations require particularly sensitive handling, or where there are wider social, political, religious or community considerations following an incident.

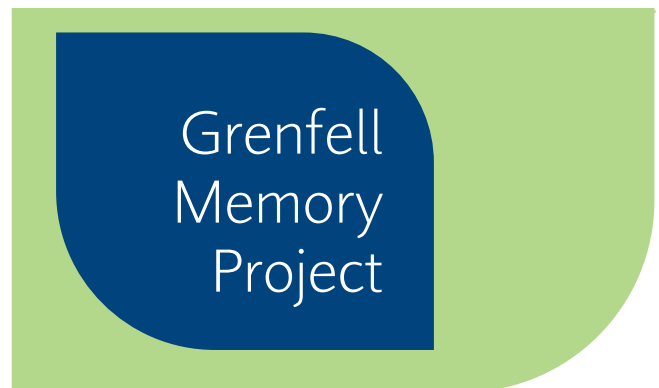
We support family members affected by fatal or serious incidents. Working with teams across London Fire Brigade, and through established processes, we ensure that learning about community needs, issues and support is captured and used to inform future work.

Our community engagement team support fire stations and operational colleagues in a variety of ways outside of and before Incidents. This includes supporting the work highlighted in LFB's Prevent and Recover Strategies, such as supporting seasonal Campaigns and feeding into local community recovery plans. This work is supported through the delivery of our Community Engagement Training Modules, as set out below. Further details about our activities are set out in the Prevent and Recover Strategies.

Community engagement training for our operational colleagues

We design and deliver tailored community engagement training for our operational colleagues, helping them build the skills and confidence to work effectively with local communities.

We also support our fire stations to run initiatives and events that build trust, strengthen relationships and promote community cohesion.



Supporting and working alongside the Grenfell community

Grenfell Memory Project

The Grenfell Tower fire in 2017 continues to shape every aspect of the London Fire Brigade's work with communities. We work closely with the community to support healing, remembrance, and the needs of all those affected.

We do this through our comprehensive, multi method Grenfell Memory Project, which provides a structured approach to listening to and engaging with the community. We also work closely with North Kensington Fire Station and with community organisations to understand local views and feedback, and to act on this wherever we can.



Strengthening community relationships across London and leading our Community Forum

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.

Through our Community Forum, we ensure that regular community insight complements what we learn about communities and risks through our data. This ongoing engagement helps us to build a stronger understanding of community needs and concerns, so we can better reach and serve people and strengthen trust.

We recruit, train and support members of the Community Forum, which meets monthly. The Forum engages with a wide range of our work and helps us to build meaningful links into communities through the leadership role of its members.

We support teams across London Fire Brigade to engage effectively with the Forum, making sure members are clear about what is being asked of them, how they can influence outcomes, and how their contributions have been heard and acted on.

We also work with a wide range of community groups, individuals and organisations on initiatives that improve inclusion and help us better protect those most at risk.



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



Protecting and bringing to life London Fire Brigade's historic collection

We are responsible for acquiring, organising, preserving and interpreting the London Fire Brigade's historic collection of more than 22,000 items and artefacts, dating back more than 400 years and telling the story of our service and our people.

We deliver a programme of events and activities to help raise awareness and bring our historic collection to life for the public.

We also work closely with colleagues leading the refurbishment of 8 Albert Embankment to ensure communities are involved in shaping the future London Fire Brigade Exhibition and Community Engagement Space, which will be part of this new space.

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 help fire stations become welcoming places for communities to connect, take part and access support.

- We will make fire stations more welcoming, accessible and inclusive places where Londoners can connect with us and access our services.
- We will improve how community rooms are used, promoted and managed so that more local groups, schools and partners can benefit from station facilities.
- We will recruit, train and support Community Connectors from our pool of 'graduated' Community Forum members and match them either to their local fire station or a station within one of our priority boroughs*, to strengthen local engagement and help stations deliver activity that meets community needs.
- We will develop a community boxing programme and progress plans for a new community gym, subject to securing the necessary funding.

2. We will create a new London Fire Brigade Exhibition and Community Engagement Space.

- We will open a new London Fire Brigade Exhibition and Community Engagement Space, designed with local communities, as a welcoming space for learning, engagement and access to fire safety, prevention and recovery support.
- We will develop and begin delivering community engagement plans linked to the space, including pilot activities at our new Headquarters, to test what works before wider delivery.

* Priority boroughs are those identified through the Mayor's Violence Reduction Unit (VRU) work as areas of greatest need. We concentrate our prevention, partnership and diversionary programmes in these boroughs to maximise impact. We also recognise the Royal Borough of Kensington and Chelsea as a priority due to our continuing commitment to the Grenfell community, while Lambeth is a dual-priority borough because of both its VRU designation and its strategic importance through the development of our new headquarters at 8 Albert Embankment.

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

1. We will support communities before, during and after incidents.

- We will strengthen the way we support communities during and after incidents through our 24/7 process for calling on Community Engagement officers when they are needed.
- We will develop clear guidance for how we support residents and communities through recovery after incidents, building on the good practice already in place.
- We will work more closely with London-wide and local resilience networks to support joint emergency planning and strengthen community recovery.
- We will share our trauma-informed recovery work with fire and rescue sector colleagues, helping others learn from our approach.

2. We will build colleagues' confidence and skills to better support London's communities.

- We will start delivering community engagement training for new groups of colleagues and monitor completion rates.
- We will introduce refresher training so officers can keep their skills and knowledge up to date.
- We will strengthen our readiness to support communities at incidents through regular exercises with colleagues across the organisation and by making effective use of technology.
- We will pilot youth engagement training in five priority boroughs, helping colleagues build confidence in working with young people and supporting our commitment to reducing serious youth violence.

3. We will broaden and strengthen community voice and influence.

- We will refresh the Community Forum by welcoming new members and supporting them with induction and training.
- We will strengthen partnership working with the Violence Reduction Unit, with a focus on the five priority boroughs and the fire stations that serve those communities.
- We will share examples of our community resilience and partnership work at the Mayor of London's Violence Reduction Unit meetings as well as nationally.
- We will support the development of London Fire Brigade's new Community Risk Management Plan, making sure communities are informed, involved and that their voices help shape future plans.

4. We will listen to communities and honour the legacy of Grenfell.

- We will ask communities for their views on the Grenfell Memory Project through a formal public consultation, using a range of ways for people to take part.
- This was a manifesto commitment of the Mayor of London: <https://sadiq.london/wp-content/uploads/2024/04/A-Fairer-Safer-Greener-London-for-everyone-Manifesto-2024.pdf>
- We will begin putting the agreed outcomes of the consultation into action, shaped by what communities tell us.
- We will continue to deliver and report on our Restorative Justice programmes, showing progress and the impact they are having.

MEASURES OF SUCCESS

Our day-to-day engagement 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 engagement 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 Engage 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 through to continuous improvement work at a department or station level. Progress is reviewed quarterly at local board level and shared with Commissioner's Board.



ADDITIONAL SUCCESS MEASURES

Each of our core workstreams will be supported by measures that capture feedback from communities and colleagues, helping us understand the impact of new and improved services and identify opportunities for further improvement.

Community voice and influence

We regularly seek feedback from Community Forum members to understand their experience and the difference their involvement is making. We will review how effectively the Forum enables communities to influence our work and carry out an annual review to ensure community voices and co-design remain at the heart of everything we do.



Community engagement support at incidents and afterwards

We will measure how effectively our new 24/7 community engagement support is helping communities during and after incidents, and work with communities to develop meaningful ways of assessing the quality and impact of our post-incident support and recovery services.



Grenfell Memory Project

The success of the Grenfell Memory Project will be measured by the difference it makes to the people it is intended to support – helping to promote healing, rebuild trust, and deliver positive outcomes shaped by the Grenfell community.



Engaging with LFB's collection

We will gather feedback and attendance data from all exhibition and collections-related engagement activities, using what we learn to help shape the permanent home of the collection and future community engagement offer at 8 Albert Embankment.



Read more about our Community Forum here:

london-fire.gov.uk/community/community-engagement/community-forum/



LONDON FIRE BRIGADE