

**YOUR
LONDON
FIRE
BRIGADE
2023–2029**

**OUR PLAN
TO KEEP
LONDON
SAFE**

Delivery plan 2023–2029

Update February 2023

Contents

Introduction	3
Our Direction	4
Our Plan on a page	5
What value will this deliver?	7
Programmes, projects and initiatives	9-17

Introduction

This Delivery Plan sets out what we will achieve over the life of our new Community Risk Management Plan, which we are calling *Your London Fire Brigade*. It is based on the four new pillars and eight new commitments set out in *Your London Fire Brigade* and described in *Our Direction* on page 5 of this document.

This plan sets out what we will do to achieve our ambition of being trusted to serve and protect London. It has been developed in response to feedback from the public and our staff, from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services and from Phase One of the Grenfell Tower Inquiry.

You can find a summary of the Delivery Plan on page 6 of this document.

This update has been published to reflect any changes made in the final version of the CRMP which was published in January 2023 and to identify items that contribute to our response to the Independent Culture Review published by Nazir Afzal in November 2022 (shown with an *). The detail of our response to the Independent Culture Review is contained within our 2022-23 Delivery Plan.

Our Direction

Our vision is to be trusted to serve and protect London and we want to make sure we are doing that in a way that makes sense to all the people who live in, work in, and visit London. We want to work in the heart of the communities we serve to help keep Londoners safe.

This Plan sets out how we intend to achieve our purpose over the next seven years. It remains anchored in the purpose and vision we established in response to the recommendations from the Grenfell Tower Inquiry. It describes four new pillars that the Brigade will work to over the life of the Plan and eight new commitments. Each of these will impact on the services we provide, helping us to improve them so that we can work with you to make you safer.

Our Pillars

- Engaging with YOU
- Protecting YOU
- Learning from OTHERS
- Adding VALUE

Our Commitments

Community focused – Service led – Adapting to change – Driven by outcomes

Best people – Working together – Delivering value – Safer Future

Our Direction

Our Purpose: *Trusted to serve and protect London*

Our Vision: *We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London*

Our Pillars

Engaging with YOU	Protecting YOU	Learning from OTHERS	Adding VALUE
Working with the COMMUNITIES we serve to build TRUST .	Providing the RIGHT SERVICES to keep Londoners SAFE .	Listening and developing TOGETHER to achieve our BEST .	INVESTING in what matters most to deliver PUBLIC VALUE .

Our Commitments

Commitment 1	Commitment 2	Commitment 3	Commitment 4	Commitment 5	Commitment 6	Commitment 7	Commitment 8
We will work with you to provide localised services that meet your needs	We will make it easy for you to access our services	We will adapt our services as your needs change	We will design services around your needs and concerns	We will enable our people to be the best they can be, to serve you better	We will work together to provide the best possible services to meet your needs	We will be driven by evidence to give you the value you expect	We will work with other organisations to secure a safer future for everyone
We will work with communities to better understand risk at a local level and agree plans to work together to reduce that risk.	We will move away from a one-size fits all approach and tailor our services to the needs of individuals, offering on-line services for those who can access them.	We will modernise our services, especially our emergency response, and do our best to predict and ready ourselves to meet future needs as risk changes across London.	We will work with people so they are better prepared if they have an emergency, we respond fully to their needs when we attend and we help them to recover afterwards.	We will improve how we support, equip and train our staff, seeking feedback from the public and our partners so that we fully understand what needs to improve and creating an environment where everyone can thrive.	We will make sure that all of us are focussed on working together to provide better services to the public and that each of us understands how we contribute to protecting London.	We will use data better so that we make evidence-led decisions to improve our services and drive productivity.	We will work with, and sometimes lead, other organisations to address people's wider concerns about their safety, including protecting the environment.

Delivery Plan 2023 – 2029 | Overview

	PROGRAMME	PROJECTS				
ENGAGING WITH YOU	1. Work with you to provide localised services that meet your needs	Support frontline staff to easily identify, capture and update risk data.	Develop a Single database to store all risk information, providing easy analysis by all staff at a local level.	Local LFB leaders develop closer relationships with their communities.	Greater opportunity for local LFB leadership with the ability to share locally designed services across London.	
	2. Make it easy for you to access our services	Enable communities to find answers to common queries online and request access to services.	Placing LFB's fire stations at the heart of communities to support LFB to be accessible and inclusive for all.	Enable communities to easily access services that are tailored to their needs through a new Non-Emergency Channel	Identifying trends in communities, key interest topics and feelings about LFB	Improve understanding of the personal circumstances and needs of Londoners.
PROTECTING YOU	3. Adapt our services as your needs change	Improve incident management by improving training and equipment. Look to the future to ensure that we are prepared.	Updating technology used for firefighting and improved operational training. Improving caller awareness to support service users and emergency response.	Identify trends across services and forecast demand to adapt to the future. Better access to risk information and fire engine dispatch based on user need.	Analyse changing risks in London and provide information during an incident.	
	4. Design services around your needs and concerns	Ensure that everyone understands the services LFB offers and how these make communities safer	Supporting LFB staff with guidance to make every interaction count and target services based on needs.	Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident.	Enabling staff to easily identify needs and confidently recommend and offer wider LFB services.	Supporting communities during an incident by sharing guidance and signposting relevant situational data.
LEARNING FROM OTHERS	5. Enable our people to be the best they can be, to serve you better	Supporting LFB to realise its ambitions around inclusion & diversity. Increasing our ability to deliver services flexibly, according to user need.	Ensuring LFB is prepared for near-term changes in the overall workforce. Improving learning delivery and processes to support staff to develop the right skills.	Improving staff safety and wellbeing and accommodating diverse needs. Addressing skills gaps and offering better career development.	Developing leadership at all levels across the whole organisation. Looking to the future to assess the impact of changes to service delivery.	Enabling the right balance of effectiveness, efficiency and safety in a high-risk operating environment. Equipping staff with the right skills and career development opportunities.
	6. Work together to provide the best possible services to meet your needs	Modernising Enabling Services Technology by replacing old systems	Improved productivity for frontline staff by modernising enabling services	Reducing duplicated effort through process management.	Offering a single online platform for staff services and improving staff experience and productivity.	
ADDING VALUE	7. Driven by evidence to give you the value you expect	Offering a single online platform for staff services and improving staff experience and productivity.	Identifying where services deliver the most value and where there are areas for improvement.			
	8. Work with other organisations to secure a safer future for everyone	Adopting National Operational Guidance	Deliver environmentally sustainable outcomes for LFB and London to support wider Mayoral objectives.	Enable LFB to influence the national change agenda, support climate change and achieve economies of scale.		
	9. Enable organisation change	Deliver LFB's strategic direction to fulfil its purpose of being 'trusted to serve and protect London'.	Enable value to society to be the core driver decisions, with the community playing a key role in assessing this.	Setting up for success and helping LFB leaders through a positive organisational culture.	Helping change the organisational culture so that it enables transformation at speed and scale.	Develop an organisational Centre of Excellence for change.
	Other key deliverables	Major Refurbishment of Plumstead Fire Station LFB Security System upgrade	Lambeth River Station - Pontoon refurbishment 8 Albert Embankment Re-development	New Risk Assessment process New LFB Museum		
Existing		Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable	Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome		New
						The project consists of changes that are entirely new to the transformation portfolio.

What value will this deliver?

Our Delivery Plan contains the actions that we believe will best enable us to achieve our vision. These programmes are expected to deliver value in a number of ways.

We have assessed each programme for the extent to which it will deliver value across six key areas; community and employee satisfaction, improved productivity, increased service effectiveness and efficiency and provide better value for money. These areas are described in more detail on the next page.

On the following pages, you can see how each programme will contribute to value in those six areas.

You will also be able to read more detail about each programme. For each programme, we have set out its objective, the high-level benefits that will be delivered and listed the specific projects and initiatives that will be delivered over the lifespan of the Community Risk Management Plan.

We have assessed the value of our Delivery Plan against these areas



Community
Satisfaction

Communities feel that their needs and expectations have been met by LFB across all the services they use.



Service Efficiency

LFB provides services that provide great outcomes for communities while making best use of resources and minimising waste.



Service
Effectiveness

LFB provides services that engage, support and protect London, and its communities, to the best possible extent.



Improve
Productivity

LFB makes a greater impact through every service provided by front-line staff, and each enabling activity carried out by support staff.



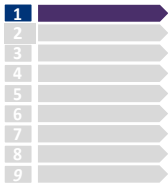
Employee
Satisfaction

All LFB employees feel supported, motivated and valued for their individual contributions to LFB's purpose.



Value for Money

LFB uses its funding to deliver demonstrable improvement to LFB's services and community experience.



Programme 1 | Work with you to provide localised services that meet your needs

LFB will embrace diversity and be at the heart of London’s communities by representing all

PROGRAMME OUTCOMES:

- Build trust between LFB and local communities.
- Enhance LFB’s understanding of local risk profiles.
- Support the appropriate provision of services according to need.
- Create opportunities for more integration within a community.

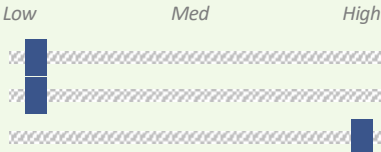
PROGRAMME BENEFITS:

This programme will generate significant benefits through reducing risks to communities. Other benefits will also be realised from this programme through providing more tailored services.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

5

Community Satisfaction

3

Employee Satisfaction

4

Productivity Uplift

4

Service Effectiveness

3

Service Efficiency

3

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES			<div>Existing Initiative</div>	<div>Adapted Initiative</div>	<div>New Initiative</div>
P01.1	Local LFB Governance	Adapted	Greater opportunity for local LFB leadership to take ownership of service delivery, with the ability to share locally designed services across London.	Local LFB Governance Model	Local Community Risk Plans*	Community-Centred Performance			
P01.2	Local Community Engagement	New	Local LFB leaders develop closer relationships with their communities.	Engagement to Identify Local Risk Drivers*	Local Inclusion Measures				
P01.3	Single Risk Database and Analysis	Adapted	Single database to store all risk information to enable easy and analysis by all staff at a local level.	Single Risk Database	Data Aggregator	Local Risk Analytics			
P01.4	Digital Risk Applications	New	Support frontline staff to easily identify, capture and update risk data.	Interactive Applications to Access Risk Data	Digitised Capture of Risk Data				

Existing

Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.

LFB will interact with London’s communities in a way that is meaningful, tailoring engagement to specific preferences of communities, partners and individuals

PROGRAMME OUTCOMES:

- Increase public access to the services LFB provides.
- Increase public understanding of the value of LFB services.
- Improve how LFB meets the needs of different communities across London.
- Improve LFB’s understanding of community needs to adapt services

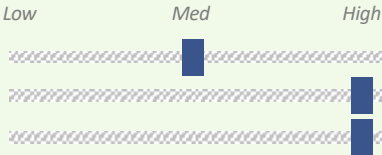
PROGRAMME BENEFITS:

This programme will release significant benefits through increasing LFB efficiency via enhanced engagement. These changes will also generate significant community benefits and user satisfaction.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:



PROJECTS		TYPE	OUTCOME	INITIATIVES		Existing Initiative		Adapted Initiative		New Initiative	
PO2.1	Online Self-Service Applications	New	Enabling communities to easily find answers to common queries online and request access to services.	Digital All Channel Design	Self-Service Capabilities Across Channels	Digital Self-Service Solutions (Pilot)					
PO2.2	Personalised Channels	New	Improving understanding of the personal circumstances and needs of Londoners.	Separated Channels For Different Risk Profiles	Tailored Initial Point of Contact						
PO2.3	New Non-Emergency Channel	New	Enable communities to easily access services that are tailored to their needs through a new Non-Emergency Channel.	Non-Emergency Channels							
PO2.4	Service User Insights	New	Identifying trends in community engagement, key interest topics and feelings about LFB	Social Listening							
PO2.5	Fire Stations at the Centre of Communities	Adapted	Placing LFB’s fire stations at the heart of communities to support LFB to be accessible and inclusive for all.	Accessible, Inclusive Stations	Physical Footprint to Expand Reach						

Existing

Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.

Programme 3 | Adapt our services as your needs change

LFB will deliver best-practice service outcomes that meet the current, changing and future risk profile across London.

PROGRAMME OUTCOMES:

- Enable LFB to evolve with the changing needs of London’s communities and anticipate future needs.
- Support evidence-based decision making to deliver fit-for-purpose services.
- Improve LFB’s ability to provide services to respond to emerging risks.

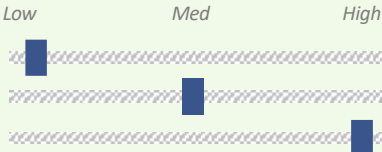
PROGRAMME BENEFITS:

This programme will release significant benefits focused on mitigating risks. This will also result in financial benefits as fewer resources will spend time dealing with emergencies which have been foreseen.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

5

Community Satisfaction

3

Employee Satisfaction

4

Productivity Uplift

5

Service Effectiveness

4

Service Efficiency

5

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES				
				<div>Existing Initiative</div> <div>Adapted Initiative</div> <div>New Initiative</div>				
PO3.1	Horizon Scanning	New	Look to the future to ensure that we are prepared.	Scenarios & Foresight Approaches	Strategic Improvement Framework			
PO3.2	Adapting to Changing Demand	New	Identify trends across services and forecast demand to adapt service delivery.	Alternative Fuels	Joined-up Historical Root Cause Analysis	Services for Emerging Risks	Demand Forecasting Across Services	
PO3.3	Predictive Insights	New	Analyse changing risks and provide information during an incident to improve service delivery.	Digital Twins				
PO3.4	Modern Firefighting Technology & Tactics	Existing	Updating technology used for firefighting and improved operational training.	Positive Pressure Ventilation	Ultra High Pressure Lance & Misting Lances	FF Training Strategy & Urban Fighting Course	Water Supply (Dr Stoianov Report)	Marauding Terrorist Attack Project
PO3.5	Incident Management.	Existing	Improve incident management by improving training and equipment.	Command Unit Replacement Project	RPE and Radio Replacement	Body worn Video Phase 2*	Drones Phase 2	Replacement Mobilising System
PO3.6	Real-time Frontline Data Sharing	New	Better access to risk information and fire engine dispatch based on user need.	Real-time Frontline & Control Data Sharing	Integrated Command Centres			
PO3.7	Caller & Operational Awareness	New	Improving caller awareness to support service users and emergency response.	Caller & Situational Awareness				

Existing

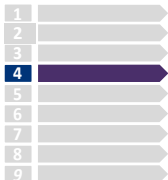
Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.



Programme 4 | Design services around your needs and concerns

LFB will provide services that are focused around community needs, wants and expectations to make them feel safe and supported regardless of when they interact with LFB

PROGRAMME OUTCOMES:

- Formalise how services are delivered according to user needs.
- Promote community understanding of service provision prior to an incident to reduce the impact of incidents.
- Prioritise communities’ needs to support them after an incident has occurred.

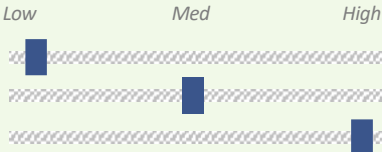
PROGRAMME BENEFITS:

This programme will generate significant benefits by delivering services which are focused around wants, needs and expectations of communities to make them feel safer and more aware of LFB’s services.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

5

Community Satisfaction

4

Employee Satisfaction

4

Productivity Uplift

4

Service Effectiveness

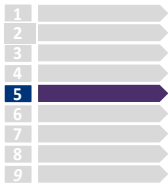
3

Service Efficiency

4

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES				<div></div> Existing Initiative	<div></div> Adapted Initiative	<div></div> New Initiative
PO4.1	Improving Awareness of LFB Services	New	Ensure that everyone understands the services LFB offers and how these make communities safer.	Awareness Campaign of Catalogue	Value-led Communication of LFB activities					
PO4.2	Connecting Services for Meaningful Interactions	New	Supporting LFB staff with guidance to make every interaction count and target services based on needs.	Person-Centred Service Design	Inclusion by Design					
PO4.3	Enhanced End-to-End Services	New	Increasing trust in LFB through proactive, continued support from LFB through all stages of an incident.	Dedicated Community Incident Support*	Post-incident Follow-ups	Joined-up LFB & Partner Post-Incident Support	Joint Mitigation Plans for Most Vulnerable			
PO4.4	Digitised Service Recommendations	New	Enabling staff to easily identify needs and confidently recommend and offer wider LFB services.	Next Best Action Applications						
PO4.5	Live Incident Updates	New	Supporting communities during an incident by sharing guidance and signposting how they can share relevant situational data.	Live Incident Updates for Reassurance						
Existing		Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable		Adapted	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome			New	The project consists of changes that are entirely new to the transformation portfolio.	



Programme 5 | Enable our people to be the best they can be, to serve you better

LFB will foster an inclusive environment that supports all LFB people to continually develop and contribute their best, delivered through a shared commitment to core values and behaviours.

PROGRAMME OUTCOMES:

- Support LFB people to develop the skills they need by aligning training to role expectations.
- Invest in LFB people through modern training systems and assets.
- Improve service provision by improving skills allocation and tracking, according to need and risk.

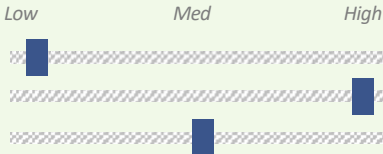
PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits given a significant uplift in LFB’s efficiency and performance. Having the right skills will enable LFB to direct staff to complete high-value activities

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

3

Community Satisfaction

5

Employee Satisfaction

5

Productivity Uplift

4

Service Effectiveness

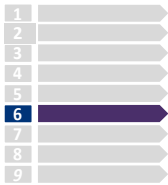
3

Service Efficiency

4

Value for Money

PROJECTS	TYPE	OUTCOME	INITIATIVES
			<div>Existing Initiative</div> <div>Adapted Initiative</div> <div>New Initiative</div>
PO5.1 Delivering our Togetherness Strategy	Existing	Supporting LFB to realise its ambitions around inclusion & diversity.	<div>Inclusive Leadership*</div> <div>FF(D Support)</div> <div>Accountability & Assurance of Inclusion</div> <div>I&D – Capacity building</div> <div>Privacy for All *</div> <div>Procurement for a Diverse Workforce *</div>
PO5.2 Workforce Planning & Operational Contingency	Existing	Ensuring LFB is prepared for near-term changes in the overall workforce.	<div>Workforce Planning (Phase 2)</div> <div>Operational Contingency Arrangements Implementation</div>
PO5.3 Strategic Workforce Planning	Adapted	Increasing our ability to deliver services flexibly, according to the needs of communities.	<div>Capacity Model for Resourcing & Recruitment Strategy*</div> <div>Integrated Workforce Plans</div> <div>Fire Safety Training</div> <div>Flexible Resourcing Models</div> <div>Professional Skills Mgmt</div>
PO5.4 Enhanced Workforce Modelling	New	Looking to the future to assess the impact of changes to service delivery.	<div>Workforce Scenario Modelling</div> <div>Workforce Analytics</div>
PO5.5 Organisation Learning Models	Adapted	Improving learning delivery and processes to implement the learning strategy and support staff to develop the right skills.	<div>Organisational Learning Model – Phase 1</div> <div>Service-Centred Training Plans</div>
PO5.6 Modern Training Systems & Assets	New	Equipping staff with the right skills and career development opportunities.	<div>Improved Learning Experiences</div> <div>Real-time view of Skills & Competency</div> <div>Industry Leading Training Assets</div>
PO5.7 Talent Development & Rewards	New	Addressing identified skills gaps and offering career development opportunities for specialist skills.	<div>Career Pathways & Succession Plans*</div> <div>Integrated Engagement, Retention & Rewards</div> <div>FRS staff pay review</div>
PO5.8 Staff Safety	Existing	Enabling the right balance of effectiveness, efficiency and safety in a high-risk operating environment.	<div>Fire Contaminants (Phase 2)</div> <div>Safety First Culture in High Resilience Organisation</div>
PO5.9 Staff Wellbeing & Experience	Existing	Improving staff safety and wellbeing and accommodating diverse needs.	<div>Occupational Health Service Retender</div> <div>Reasonable</div> <div>Mental Health Identification, Support & Communication*</div>
PO5.10 Leadership Development	Existing	Developing leadership at all levels across the whole organisation.	<div>Sillian Tanner Programme*</div> <div>Middle Leadership Programme*</div> <div>Top Management Group Development*</div> <div>Establishing High Performing Team</div> <div>Fire Stations Behaviours*</div>
<div>Existing</div>	Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable		<div>Adapted</div> <div>The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome</div> <div>New</div> <div>The project consists of changes that are entirely new to the transformation portfolio.</div>



Programme 6 | Work together to provide the best possible services to meet your needs

LFB will deliver services cohesively across the organisation, enabling staff to collectively deliver services that everyone is proud of, with an understanding of how individual contributions bring collective value to London.

PROGRAMME OUTCOMES:

- Support LFB to deliver services based on outcomes, while maintaining performance standards (eg 6- and 8- minute response times).
- Support local LFB leadership to respond most effectively to community risk.

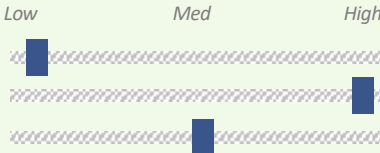
PROGRAMME BENEFITS:

This programme will generate significant benefits by making LFB more efficient and effective by delivering services cohesively across the organisation.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

2

Community Satisfaction

5

Employee Satisfaction

4

Productivity Uplift

3

5

Service Efficiency

5

PROJECTS		TYPE	OUTCOME	INITIATIVES			
PO6.1	Enhancing Enabling Services	Adapted	Improved productivity for frontline staff by modernising enabling services	Discovery Review of Enabling Services	Productivity Initiatives	People Organisation Strategy	
PO6.2	Improved Collaboration	New	Reducing duplicated effort through process management.	Process Engineering	Service-led Governance	Integrated Client Model	
PO6.3	Modernising Enabling Services Technology	Existing	Modernising Enabling Services Technology by replacing old systems	Modern Workplace Programme	HR & Payroll System	Finance & Purchasing System	Inventory Management
PO6.4	Single Online Platform for Employee Services	New	Offering a single online platform for staff services and improving staff experience and productivity.	Employee Experience Platform Layer	Automation of Data Processing		

Existing Initiative Adapted Initiative New Initiative

Existing

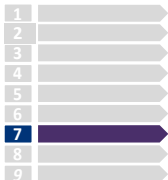
Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.



Programme 7 | Driven by evidence to give you the value you expect

LFB will use data-driven insights to create an evident base for action, and collective understanding of value and outcomes.

PROGRAMME OUTCOMES:

- Support LFB to calculate and manage workforce productivity and use this to guide effective resource allocation and risk management.
- Drive efficiencies that support value for money services and enable LFB to re-invest efforts into enhancing the effectiveness of front-line delivery.

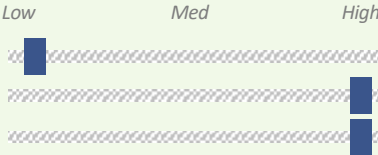
PROGRAMME BENEFITS:

This programme will generate significant benefits by focusing on outcomes and the value delivered to London’s communities.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

3

Community Satisfaction

3

Employee Satisfaction

5

Productivity Uplift

4

Service Effectiveness

4

Service Efficiency

5

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES		
PO7.1	Measuring Value & Outcomes	New	Offering a single online platform for staff services and improving staff experience and productivity.	Value-led KPI Definition	Value-led KPI Measurement & Analytics	Open Source Performance Data
	Agile Services			Value-led Change Initiation	Balance of Services across the Catalogue	Organisational Learning Mechanisms

Existing Initiative Adapted Initiative New Initiative

Existing

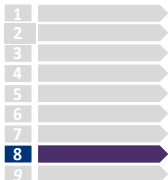
Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.



Programme 8 | Work with other organisations to secure a safer future for everyone

LFB will be positioned as a sector leader in the delivery of community-centred public services, playing an integral role in serving and protecting London, and partnering for national and international influence.

PROGRAMME OUTCOMES:

- Formalise the way LFB partners with other organisations for easy collaboration.
- Support LFB to shape policy, improve effectiveness and drive economies of scale through partnerships.
- Use understanding of the built environment and risks across London to support wider agendas, such as sustainability.

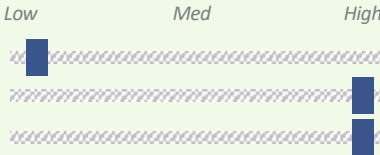
PROGRAMME BENEFITS:

This programme will generate significant benefits through improved working with partners. A greater focus on sustainability will generate significant benefits for communities across London.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

4

Community Satisfaction

3

Employee Satisfaction

3

Productivity Uplift

4

Service Effectiveness

2

Service Efficiency

5

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES			
PO8.1	Adopting National Operational Guidance	Existing	Adopting National Operational Guidance for LFB.	NOG Integration Phase 2			
PO8.2	Shared Procurement & Service Delivery	Adapted	Enable LFB to influence the national change agenda and achieve economies of scale.	Lead Service Delivery Model	Joint Partnership Priorities & Outcomes	GLA Procurement Collaboration	Partner Interoperability
PO8.3	Net Zero	New	Deliver environmentally sustainable outcomes for LFB and London to support wider Mayoral objectives.	Net Zero Strategy	ULEF	ZEPA	

Existing

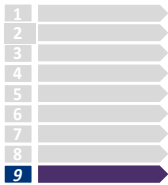
Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable

Adapted

The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome

New

The project consists of changes that are entirely new to the transformation portfolio.



Programme 9 | Enable Organisational Change

LFB will lay the foundations to cohesively manage its transformation journey, focusing on key enablers to manage and deliver organisational change.

PROGRAMME OUTCOMES:

- Enable LFB to effectively deliver change.
- Ensure there is a cohesive change narrative and strategy to encourage early adoption.
- Enable LFB to adopt evidence-led methods to manage change and realise benefits.

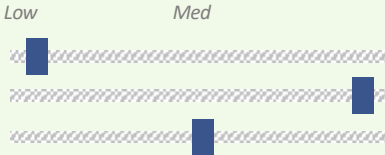
PROGRAMME BENEFITS:

This programme will generate significant non-cashable benefits through enabling LFB to effectively and efficiently manage organisational change. This will also support improved outcomes for communities.

Reduces spend

Improves value of spend

Non-financial benefits



PROGRAMME VALUE DRIVERS:

2

Community Satisfaction

4

Employee Satisfaction

4

Productivity Uplift

5

Service Effectiveness

4

Service Efficiency

5

Value for Money

PROJECTS		TYPE	OUTCOME	INITIATIVES				<div></div> Existing Initiative	<div></div> Adapted Initiative	<div></div> New Initiative
PO9.1	Deliver the CRMP	Existing	Delivering LFB’s strategic direction for the coming years to fulfil its purpose of being ‘trusted to serve and protect London’.	<div>Development of Org Strategy (TOM & CRMP)</div>						
PO9.2	Enhancing change management	New	Setting up for success and helping LFB leaders through a positive organisational culture.	<div>Cohesive Change Narrative</div>		<div>Change Adoption Strategy</div>	<div>Staff & Community Feedback Mechanisms</div>			
PO9.3	Embedding a Change Culture	New	Empowering organisational culture that enables transformation at scale.	<div>Shifts towards Values & Outcomes</div>		<div>Data-led Organisational Culture</div>				
PO9.4	Agile Change Delivery	New	Delivering an organisational Centre of Excellence to develop and scale change activities.	<div>Innovation Hub</div>						
PO9.5	Portfolio Management	Adapted	Enabling value to society to be the core driver of investment decisions, with the community playing a key role in assessing this.	<div>Portfolio & Business Change Capabilities</div>		<div>Value-led Investment Assessment</div>	<div>Value-led Project Management</div>	<div>Value Realisation Approaches</div>		
<div>Existing</div>		Current projects included as-is on the transformation portfolio aligned to the tangible outcome they enable		<div>Adapted</div>	The project is a blend of current changes that have been adapted and new changes that meet the same tangible outcome			<div>New</div>	The project consists of changes that are entirely new to the transformation portfolio.	