Recommendations

Creating a workplace where everyone is afforded dignity

Recommendation 1: All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken to root out a toxic culture.

Outcome 1: EDI training for managers and an independent complaints service.

Outcome 2: Managers can identify inappropriate behaviours and values and act decisively to tackle them.

Recommendation 2: Consider anonymised reporting of incidents relating to bullying, misogyny and racism. In a closed team-based culture individuals /groups can and have become stigmatised for reporting poor behaviour or bad experiences.

Outcome 3: Staff can report incidents anonymously with no fear of the repercussions.

Recommendation 3: Consider historic review of complaints about bullying, racism and misogyny over the last five years. This would establish a team to determine whether further action is necessary in cases where justice has been denied.

Outcome 4: Review past cases and ensure all complaints over the past five years have been managed appropriately and the correct sanctions applied and where not an appropriate remedy has been introduced.

Recommendation 4: Recognise the 'Safe to Speak' programme is not sufficiently trusted and that further policies and dedicated resources are needed to make it easier for people to report clear examples of racism, misogyny and bullying of staff.

Outcome 5: Ensure staff are confident to speak up when they witness or experience racism, misogyny or bullying.

Recommendation 5: In conversation with the workforce and stakeholders, develop Brigade values that are 'public service' first, underpinning how we behave within the organisation and towards our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff engagement, leadership development and strategic planning.

Outcome 6: Eliminate the potential for bias or unfair treatment.

Outcome 7: For this to be successful the values must be visible in everything from the most strategic plans through to staff appraisals. They must run as a golden thread through recruitment, promotion, discipline, talent management, Industrial Relations, staff engagement. All of which must be transparent and open to challenge. Action must also be visible where there have been transgressions.

Recommendation 6: Build a culture dashboard of LFB stations and teams that uses a mix of metrics to assess whether these are red, amber or green on a scale of risk where the working environment is concerned. The worst offenders (red) will demonstrate toxic behaviours, while at risk stations (amber) will demonstrate some areas of concern, and good practice stations (green) will demonstrate a healthy and supportive culture. Data to use includes grievances, staff turnover, exit interviews, people survey data, diversity and more. Use these dashboards to proactively address problem teams and identify and learn from good practice.

Outcome 8: The Brigade can identify where toxic culture is a threat and managers take swift action to address it. Good practice is identified and shared, so that others can learn from it.

Recommendation 7: Develop a robust mechanism for measuring LFB culture, which operates on an ongoing basis using a number of tools and metrics, including big data, social media, exit interviews, complaints levels, turnover etc.

Outcome 9: LFB can monitor the health of its culture on an ongoing basis and take action to address emerging issues.

Recommendation 8: Consider introducing body worn video for fire safety home visits.

Outcome 10: Drive up standards of behaviour and professionalism.

Outcome 11: To be rolled out across station and inspection teams.

Recommendation 9: Ensure there are secure facilities for all women in stations.

Outcome 12: Afford greater dignity for all staff.

Better engagement with London communities

Building a leadership model of trust

Recommendation 10: Borough Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the input of diverse staff and the communities themselves.

Outcome 13: Borough Commanders will own and implement their local Borough Community Risk Management Plan, informed by the community and local partners.

Outcome 14: By 2024, local fire stations are seen as a community resource. Services are shaped by a deep understanding of local community needs.

Recommendation 11: Recruit and progress firefighters who reflect and can demonstrate their commitment to London's diverse communities.

Outcome 15: All Brigade staff understand London and its communities and are proud to serve them. Diversity is visible in all levels in the Brigade.

Recommendation 12: Improve post-incident care by providing a named person to members of the public directly impacted by an event that required LFB attendance.

Outcome 16: Members of the public affected by incidents are provided with an LFB Family Liaison Officer who offers sensitive and compassionate support. This increases community trust and confidence.

Recommendation 13: Consider ways to integrate Head Office with operations immediately, and longer term when the lease of the Unions Street HQ expires in 2027.

Outcome 17: Senior leaders work alongside operational and control staff regularly. Senior leaders are visible and regularly demonstrate their commitment to Brigade values and their understanding of the workforce at all levels.

Recommendation 14: Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests, including membership of the Freemasons.

Outcome 18: Ensure there are transparent processes around ethics and conduct that reassure staff and communities that selection processes are fair. Selection data demonstrates that no groups of people experience bias in the process.

Outcome 19: LFB staff declare potential conflicts of interest and memberships of any organisation that may conflict with our values and expectations.

Improved wellbeing

Recommendation 15: Increase the focus on mental health prevention by providing training for leaders and managers to identify and respond to stress at work; to understand their role in creating healthy cultures and understand the connection between inclusion and wellbeing

Outcome 20: Training is delivered across all leadership roles. By 2024 - leaders and managers build and maintain inclusive, healthy and high performing teams. They can spot the signs of stress and anxiety and know their team members well, understand sources of stress and where more specialist support is needed to maintain or restore individual health and wellbeing. This is well funded, well signposted, well known and well used. The link between inclusion and wellbeing is well understood, and wellbeing metrics are integrated into culture measures.

Recommendation 16: Gather better information on employee red flags that signal the need for early intervention to prevent deteriorating mental health.

Outcome 21: Staff are able to spot red flags that indicate deteriorating mental health and know how to access appropriate support for those at risk.

Recommendation 17: Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.

Outcome 22: Ensure the sources of stress for FRS colleagues have been identified and appropriate support introduced to reduce occurrences

Outcome 23: By April 2024 the particular workplace sources of stress for FRS colleagues have been reduced, so that stress, anxiety and depression are at or below national levels.

Outcome 24: FRS staff are an integral part of the LFB community and their knowledge and expertise are valued and rewarded.

Recommendation 18: Make it a priority to try to understand the reasons for suicide by ensuring that a clear and robust system of reporting is established. Capture the learnings in a Guidance document that includes a communication plan and action plan to support staff in the event of a colleague's death by suicide.

Outcome 25: In the event of a suicide, the Brigade is prepared to act promptly and compassionately to offer staff information and support. LFB gathers and records information to build an understanding of the issues and design interventions to address them.

Transforming HR services

Recommendation 19: Review the triggers that are needed to generate interventions to support mental health and wellbeing. A more detailed critical incident log of all firefighters will show what they have been exposed to and indicate where wellbeing support is necessary.

Outcome 26: Ensure LFB has a clear understanding of the range of incidents their staff are exposed to and systematically reaches out to those who could be particularly at risk. There is a range of easy to access support and all colleagues are offered a comprehensive programme of support for their mental health.

Recommendation 20: Conduct an independent review of People Services resourcing and provision to improve the professionalism and effectiveness of the service and deliver leading-edge HR solutions that managers and staff trust.

Outcome 27: Ensure your HR service is valued and respected by all colleagues and plays an integral role in maintaining an inclusive culture.

Recommendation 21: Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People Services' strategies, policies and practices (including the 'Togetherness Strategy'), as well as lead the organisation in the desired cultural change.

Outcome 28: The LFB people strategy and underpinning decisions will be evidence based and will use data to support a process of continuous improvement across people management practices.

Outcome 29: LFB staff will always understand why decisions are made that affect them at work.