

Decision title

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## Quarterly monitoring of commitments in the London Safety Plan for 2018/19 – Quarter 2 (end-September 2018)

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Recommendation by  
Assistant Director, Strategy and Risk

Decision Number  
LFC-0095-D

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Protective marking: **NOT PROTECTIVELY MARKED**  
Publication status: Published in full

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### Summary

The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (FEP2723). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of September 2018, is provided within this report.

### Decision

The London Fire Commissioner receives the report.

Dany Cotton QFSM  
London Fire Commissioner



Date 06-02-2019

#### Access to Information – Contact Officer

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LONDON FIRE BRIGADE

Report title

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## Quarterly monitoring of Commitments in the London Safety Plan for 2018/19 – quarter 2 (end September 2018)

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Report to

Commissioner's Board

Date

5 December 2018

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Report by

Assistant Director Strategy and Risk

Report number

LFC-0095

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### Summary

The current London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on 30 March 2017 (*FEP2723*). The Plan details how the Brigade will help make London the safest global city and is supported by a set of commitments to realise that ambition. Progress against the commitments, as at the end of September 2018, is provided within this report.

### Recommended decision

That the London Fire Commissioner notes this report.

## **Background**

1. This is the quarterly monitoring report for quarter two (to end of September 2018) 2018/19 on London Safety Plan (LSP) commitments. This report provides the Board with an overview of key business and change activities taking place within the Brigade.

## **LSP (2017) Commitments – key highlights April to September 2018/19 (Q1 and Q2)**

2. The London Safety Plan (2017) was approved by the London Fire and Emergency Planning Authority on March 2017. The Plan details how the Brigade will help make London the safest global city. The Plan is structured into three aims (prevention and protection, response and resilience, people and resources) as well as five overarching principles in terms of how we'll deliver our services. Our principles include a renewed focus on collaboration and inclusion. The Plan is also supported by a series of commitments across the aims and principles to ensure plan delivery .
3. Following the incident at Grenfell Tower, and a subsequent meeting of the Deputy Mayors and the Chair of the Authority at the GLA in July 2017, it was agreed that any commitments relating to alternate or shared crewing would not be pursued at the present time. These commitments have been put on hold and do not feature as part of this report.
4. This means that there are currently 42 commitments that are active. The commitments are grouped by corporate aim.
5. Good progress is being made on the majority of commitments and 39 are currently on target (92 per cent). Three commitments are marked as off target (amber). These are:
  - a. LSP16 – Flood response capability. The Flood Enhancement Project is behind schedule and remains in Phase 1 of the project. This has been due to ongoing discussions with the representative bodies regarding the offer of secondary recall contracts, similar to those issued to USAR responders, for flood responders and the subsequent limited number of applicants as a consequence.
  - b. LSP20 – Command units. The output based specification for incident command software sits with Babcock. Officers are currently awaiting for Babcock to review and ratify the specification.
  - c. LSP37 – Croydon training centre. There has been a change in the timetable. Originally, the new training centre was programmed to be delivered by October 2019. However, the construction of the training centre cannot begin until Protective Equipment Group leave their current site. The completion of construction is now scheduled for February 2022.
6. Detailed progress commentaries (to the end of September 2018) have been provided by the lead officer for each of the LSP 2017 commitments in appendix 1.

### **Finance comments**

7. The Chief Finance Officer has reviewed this report and has no comments.

### **Workforce comments**

8. Any issues which need input from staff side are dealt with as part of individual work streams as outlined in this report.

### **General Counsel comments**

9. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
10. The production of a London Safety Plan is a requirement of the National Framework issued by the Secretary of State under section 21 of the Fire and Rescue Services Act 2004. Section 21(7) of the Act requires fire and rescue authorities to have regard to the Framework in carrying out their functions. The framework requires the London Fire Commissioner to have integrated risk action plans which are to be the subject of formal consultation.
11. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
12. By direction dated 1 April 2018, 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 (the "Deputy Mayor"). Paragraph (b) of Part 1 of the said direction requires the Commissioner to seek the prior approval of the Mayor before "[b] Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999".
13. This report provides the Commissioner with half yearly monitoring for 2018/19 on the London Safety Plan (LSP) commitments and is for information only.

### **Sustainability implications**

14. The commitments outlined in appendix 1 of this report, along with supporting suite of performance indicators and service measures, show how the Brigade is achieving its sustainable development objectives.

### **Equalities implications**

15. A key aspect of the London Safety Plan is the integration of equality objectives into mainstream activity. The commitments demonstrate the range of projects and programmes being progressed that meet the requirement of the public sector equality duty. There is a strong correlation between those communities most at risk and those with protected characteristics.
16. Equality and diversity form part of the assurance gathering processes which support the production of the statement.
17. The Public Sector Equality Duty applies to the London Fire Brigade when it makes decisions. The duty requires us to have regard to the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Equality Act 2010. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
- b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
- c. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

18. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

### List of Appendices



Appendix	Title	Protective Marking
1.	LSP Commitments for Quarters 1 and 2 2018/19	Not Protectively Marked



### Consultation



Name/role	Method consulted
Heads of Service with ownership of one or more commitments	Request to update progress on commitments on PMF system.






LONDON FIRE BRIGADE


Code	Activity Required	End Date	Owner	Status	Comments
<b>Aim 1: Prevention &amp; Protection</b>					
<a href="#">LSP1</a>	We want to make sure all our safety activities supported and undertaken by our staff are driven by an integrated approach set out in a single Fire and Community Safety Strategy.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	Our integrated Strategy was presented to Commissioner's Board on 10 October 2018 and agreed in principle.
<a href="#">LSP2</a>	We will look to work with partners and communities to ensure we are delivering the right safety messages in the right way at the right times.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are continuing to work with Communications and Borough Commanders to utilise every opportunity to deliver fire and community safety messages externally. We are continuing to engage with partners and stakeholders across the prevention and protection landscape to ensure we are promoting effective and consistent messages to protect those most at risk.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP3</a>	We will find innovative solutions including using new technology to create self help on line tools for residents, owners, managers and business to understand what they can do in regard to community safety and fire safety to keep themselves safe and understand their responsibilities.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We have developed a new tool to support carers and care providers to identify risk and encourage referrals for Home Fire Safety visits (HFSVs) – the Person Centred Fire Risk Assessment Checklist (PCFRA). A mailshot to support the above plus risk associated with healthcare equipment – oxygen, emollients, incontinence pads, airflow mattresses was sent to 2,000 care homes, care support charities and local authorities in June 2018.
<a href="#">LSP4</a>	We will continue to work hard to raise safety standards, providing readily available sources of information with regard to important safety advice, such as single point of reference for product recalls.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are continuing to actively campaign for the delivery of the single Recall Database and we currently anticipate this will be rolled out by the end of 2019. We are also working with the newly established Office of Product Safety and Standards on appliance marking to allow identification after a fire, the safety of second hand goods and standards to ensure safer white goods and emerging trends related to areas including smart metering and home energy storage systems.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP5</a>	We will look at how we can support local health interventions in the different areas of London using our station based staff and other staff groups to deliver a wide range of health advice and support.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	<p>The pilot is continuing to ensure we are targeting those most at risk. Figures to date (from December to end September) are:</p> <p>Total visits: 646;</p> <p>Core Interventions: Winter Warmth referrals: 189;</p> <p>Smoking Cessation referrals: 22;</p> <p>Falls referrals: 97;</p> <p>Social Isolation referrals: 91.</p>
<a href="#">LSP6</a>	As part of our Health Strategy (Healthier Futures) we will look to build in wider safety messages through our youth schemes to support the work of all our partners, blue light, Local Authority and Health.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	<p>Our partnership work with the Care Quality Commission (CQC) is ongoing, we are currently developing a memorandum of understanding with the National Fire Chiefs Council (NFCC) for sharing information about those in receipt of care, working to enhance the regulatory monitoring of care homes and supporting care providers to raise their standards.</p>





Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP8</a>	We will continue to promote sprinklers as part of our prevention work including supporting proposals put forward by the Association of British Insurers (ABI) to ensure sprinklers are installed in more high-risk buildings.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are continuing to promote joint partnership working with strategic partners - National Fire Sprinkler Network /British Automatic Fire Sprinkler Association and are hosting a national seminar with the British Automatic Fire Sprinkler Association (BAFSA) shortly.
<a href="#">LSP9</a>	We want to increase our engagement with the development of innovative technology to influence partners to install appropriate Automatic Fire Suppression System (AFSS)/detection (including sprinklers) and alarms to protect the most vulnerable and for firefighter safety in all housing tenure. We'll also build on our existing relationships and develop new partnerships with housing providers, care providers, local authorities, regulators and trade associations to reduce risk and raise awareness of fire risk and the benefits of installing Automatic Fire Detection (AFD)/AFSS.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are continuing to recommend that AFSS be mandatory in all new school builds and as part of any major developments to school buildings. LFB believes in the inclusion of sprinklers in all new residential care homes and sheltered (specialised) housing, as well as the retrofitting of existing properties subject to a risk based approach that considers the vulnerability of residents.
<a href="#">LSP11</a>	We will continue to engage with English Heritage and other relevant heritage stakeholders to identify risk and to provide fire prevention advice, support and guidance in relation to salvage plans.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are working with Heritage England who have developed a Salvage Action plan, which we are actively promoting with other heritage stakeholders.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP12</a>	We will train our station-based staff so they can integrate fire safety work into the core operational work with the aim of reducing risk to the public and firefighters. We'll work to get operational crews to carry out sampling to check ongoing compliance levels within the sector, as well as providing fire safety education and advice.	31/03/2020	Head of Fire Stations	On Target 	This is a joint departmental initiative with Fire Stations and Fire Safety working closely together on this commitment. The learning from the pilot has now been collated and built into a Project Implementation Plan. This plan lays out the desired options for the implementation of the project. The training programme TCAP (Training Commissioning and Alteration process) has been approved and work is now underway to design the training programme with Babcock. Projected delivery is expected to be quarter four 2018/19. The project has been linked to the Premises Risk Assessment Project and the IT solutions for this are being integrated into the fire stations training project. The building of the premises risk assessment/ fire safety check process is underway and expected to have a framework by end of quarter three. The IT solutions will then be built around this process.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP13</a>	We will propose increasing the level of the cost recovery charge and consideration of a reduced operational response to automated fire alarm calls from persistent offenders as a last resort.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are working collaboratively with NFCC to share best practice and have recently introduced the Connection Agreement in London, an element of this national work, which encourages fire alarm monitoring organisations to comply with various industry standards, including those minimising false alarms.

Code	Activity Required	End Date	Owner	Status	Comments
<b>Aim 2: Response &amp; Resilience</b>					
<a href="#">LSP14</a>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Resource and develop the staffing of the new London Resilience Group (LRG).</li> <li>• Consider and adopt best practice in resilience both national and internationally.</li> <li>• Update the London Resilience risk register considering both national and London specific risks.</li> </ul>	31/03/2020	<b>Head of Operational Resilience</b>	On Target 	<p>A staffing plan and forecast framework has been established to ensure the timely recruitment of key personnel within LRG, as well as a plan to focus on the development and retention of existing staff. A key element of the future planning will be to ensure diversity at all levels. Good work continues to explore the very best examples of City resilience around the world, with ongoing and helpful dialogue to share ideas and best practice. Work to review and update risk registers continues at pace, with LRG working closely and effectively with Operational Resilience colleagues from Special Operations Group and partner agencies. A horizon scanning ethos will prevail, with potential threats being flagged up, considered and tested through table-top exercising. Work continues to develop effective relationships with central Government civil servants who develop and maintain national risk registers.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP15</a>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Maintain our ability to respond to the requirements of national planning assumptions such as a Paris style terrorist attack.</li> <li>• Increase our capability and capacity to respond to a broad range of terror attack methods (MCR), including the use of emerging technologies.</li> <li>• Ensure that we consider, plan and train for a wide range of high threat challenges, ensuring that we collaborate and engage in multi agency working where appropriate.</li> </ul>	31/03/2020	<b>Head of Operational Resilience</b>	On Target 	<p>Work continues at pace to ensure that LFB stands prepared, trained and ready to respond to the broad range of threats facing our communities. The evolving theme amongst all partners is an ability to remain agile, and be prepared with limited resources to respond to a range of hybrid terror attack methodology, underpinned by rapid and strong command and control delivered by National Inter-agency Liaison officers (NILO) working closely (and in some cases embedded) with CT Policing and other agencies. A report will be delivered by end 2018/19 to consider the critical role of LFB's CBRN (Chemical, Biological, Radiological and Nuclear) specialist assets Rapid Response Team. It will be important to secure the correct level of resourcing to ensure that this team remains best trained, equipped, accommodated and integrated with partners to deliver a comprehensive and gold standard response to the very real threat of a CBRN attack.</p>


Code	Activity Required	End Date	Owner	Status	Comments
LSP16	<p>We will review our flood response capability to:</p> <ul style="list-style-type: none"> <li>• Consider increasing the number of Brigade national flood advisors we have, to provide better intelligence and resilience in the event of simultaneous local and national flooding.</li> <li>• Review the number of flood response teams we have.</li> <li>• Extend the provision of flood personal protective equipment for frontline crews to ensure we have sufficient stock to deal with flooding incidents.</li> <li>• Consider a recall to duty system for staff attached to Technical Hazmat stations.</li> <li>• Procure, store and mobilise flood prevention equipment in collaboration with local authorities and the Environment Agency to undertake flood prevention activities.</li> <li>• Use community safety activities to assist with flood awareness, preparation and to raise awareness of hazards associated with flood recovery activities.</li> <li>• Seek opportunities to work with insurance companies and the community to assist with the recovery after a flood.</li> </ul>	31/12/2018	Head of Operational Policy	Off Target 	<p>The Flood Enhancement Project remains within phase 1 of the project due to ongoing discussion regarding secondary recall contracts and recruitment. The remaining elements of phase 1 are on schedule for delivery and will see the Brigade having the physical capability in place to deploy up to five type B National Flood Rescue teams to major flooding events anywhere in the United Kingdom and the procurement of flood protection barriers for use within London. Phase 2 will see Operational Policy and Assurance working with the community and partner agencies to embed this enhanced capability into London's resilience and be able to assist with recovery following a flood event.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP18</a>	<p>We will review how we use our FRU fleet and where they are located and we will also consider setting an attendance standard. The review will include:</p> <ul style="list-style-type: none"> <li>• Considering the introduction of a Mass Casualty Response (MCR) onto FRU stations.</li> <li>• Reviewing FRU and Chemical, Biological, Radiation, Nuclear (CBRN) Rapid Response Team (RRT) attendances with a view to actively using their enhanced capabilities across a wider range of relevant incidents.</li> <li>• Exploring the wider use of FRU and RRTs specialist skills to support other agencies and organisations in their work and determine collaboration opportunities in terms of prevention and response.</li> <li>• Reviewing the current locations and considering the possibility of co-locating FRU, RRT and Scientific Support Unit capabilities to support each other's functions.</li> <li>• Reviewing FRU and RRT stations current prevention activities and develop a range of activities that would better utilise their specialist skills and knowledge.</li> </ul>	31/03/2020	<b>Head of Operational Policy</b>	On Target 	Four meetings of the FRU review panel have now been conducted. The area of training is the most significant element to this review, therefore a further meeting is required. This will be held in October. A further meeting will be required to summarise the key findings for the review report at which point the report will be drafted.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP19</a>	<p>We will review our aerial fleet for potential service improvements and efficiencies. This will include:</p> <ul style="list-style-type: none"> <li>• Considering designating them as front line vehicles, optimising their locations and setting an attendance standard for them.</li> <li>• Rationalising the aerial appliance skill sets.</li> <li>• Reviewing officer requirements on aerial appliances.</li> <li>• Considering whether or not they should be included within our initial response arrangements.</li> </ul>	31/03/2021	<b>Head of Strategy and Risk</b>	On Target 	The review of aerial locations and attendance standards has now been completed. A paper with recommended options regarding location, extended aerial appliances and attendance will go to the Commissioner's Board shortly, following consultation with the Directorate Boards.






Code	Activity Required	End Date	Owner	Status	Comments
LSP20	<p>With regard to the Command Units we will:</p> <ul style="list-style-type: none"> <li>• Improve the training provided to the staff that crew these vehicles.</li> <li>• We will also introduce a more efficient integrated staffing model, so that our Command Units are staffed by the fire appliance crews at that station.</li> <li>• We will also look at replacing our existing Command Unit fleet with new vehicles, maximising opportunities for new technology and a more collaborative approach with other emergency services.</li> </ul>	31/03/2020	Head of Operational Policy	Off Target 	<p>At present the output based specification (OBS) for the Incident Command software sits with Babcock's Critical Services (BCS) awaiting them to review and request ratification. BCS have sent out the OBS and user acceptance test to all prospective suppliers to complete a gap analysis. This information is due back on 12 October so BCS are able to write their input based specification ready for tender. A project health check was carried out last month and findings have been shared with sponsor and project team. Work is continuing on upgrading CU9 and once successful replicating the upgrade on all of the fleet. Officers are also exploring the use of 4G laptops with an external card reader which will be compatible with the existing hardware setup.</p> <p>Proposals for integrating the Command Unit staff within the station line management structure and a review of staffing requirements are being developed and will be considered by the Commissioner's Board by the end of quarter three.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP22</a>	We will explore flexible working arrangements in line with the Grey Book.	31/03/2021	<b>Head of Strategy and Risk</b>	On Target 	Following research with other services and consultation with a wide range of staff, officers are compiling a paper to rationalise the options available. The paper will focus initially on finding a flexible working solution for existing operational staff, exploring the current (limited) arrangements that the Brigade has already put in place for a number of staff. It is expected that a draft proposal will go to the Directorate Boards for comment and challenge during quarter three.


Code	Activity Required	End Date	Owner	Status	Comments
LSP23	We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives.	31/03/2020	Head of Operational Policy	On Target 	<p>Station staff using the automated external defibrillator (AED) are able to upload data via station Wi-Fi to the ZOLL Online cloud. The Immediate Emergency Care (IEC) team are collating and interpreting data and then feeding back to watch. This data provides a variety of information for use especially the performance of station staff following a cardiopulmonary resuscitation (CPR) event. Feedback is provided in a constructive manner and allows for staff engagement. Trends have already been identified and these are forming part of the feedback. This is also being fed back into Continuous Personal Development (CPD) training days. The ultimate aim is to increase cardiac survival rates. The modifications of aerial appliances for stowage of new AEDs has been agreed and trialled and is now awaiting the remainder of aerials to have modification. Once complete, the new equipment can be issued to the aerial appliance stations. There is also ongoing development of a Hotwire area which contains new policies, video teaching aids, AED familiarisation PowerPoint presentation and a new comprehensive station training manual.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP23/....  New one, three and five day courses are now being delivered. Senior officers will also be attending 3 and 5 day courses from quarter three. Written examination for firefighter development (FFD) IEC courses are being provided and managed by the IEC team , with two team members attending each Day 5 of each FFD IEC course. This is in line and consistent with London Ambulance Service (LAS) examination procedures. The LAS quality assurance manager has implemented the programme of quality assurance across all courses (IEC 1/3/5/Senior Officers). The LAS is also using Dockhead and Old Kent Road fire stations for collaboration training to great success.
<a href="#">LSP24</a>	As part of our collaboration work, we will look to work with the staff representative bodies to further improve the co-responding process for crews; expand the Emergency Medical Response (Co-responding) pilot as well as consider what other calls firefighters could be mobilised to, to improve safety in London.	31/03/2020	<b>Head of Operational Policy</b>	On Target 	A post pilot review meeting has been conducted to collate all relevant information from the co-responding pilot, including data from the Central Operations Team who were responsible for the co-responding pilot. The data from the meeting, from Central Ops and that already held by the IEC team has been used to draft a Co-responding Post Pilot Review report which is currently out for peer review.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP25</a>	We will keep a watching brief over what happens to Heathrow and maximise any opportunities they present for more collaborative working with airport fire services.	31/03/2020	<b>Head of Fire Stations</b>	On Target 	<p>A HEP (Heathrow Expansion Programme) and Agency Lead Security Consultation was held on 22 August 2018 and was attended by representatives of all key stake holders and blue light agencies. The consultation covered details regarding:</p> <ol style="list-style-type: none"> <li>1. Expansion Programme – scale and key dates;</li> <li>2. Roles of agencies;</li> <li>3. Proposed ways of working;</li> <li>4. Helping partners / organisations to keep airport safe and functioning.</li> </ol> <p>It is anticipated that the next major milestone will be a masterplan for Heathrow due in December 2018. However planning approval is not anticipated until 2021.</p>



Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP26</a>	We will work with our partners, including the Royal National Lifeboat Institution (RNLI), Metropolitan Police Service (MPS), Port of London Authority (PLA), and Transport for London (TfL), to look at collaboration opportunities for improving safety on the river.	31/03/2020	<b>Head of Fire Stations</b>	On Target 	We are developing our relationships through the working group for the Thames consisting of the Maritime and Coastguard Agency (MCA), PLA, MPS and the RNLI. This is allowing a consistent approach to planning for events on the river and allowing strategies for training to be developed between LFB and PLA to improve our approach to training. The most recent development has been an agreement regarding a local knowledge endorsement.
<a href="#">LSP28</a>	We will look at the local results of the assessment of risk and where we think there are opportunities to improve the level of local controls, we will develop proposals and consult where necessary.	31/03/2020	<b>Chief Information Officer</b>	On Target 	The Local Assessment of Risk was updated for 2017, including the postcode tool available on the LFB website, and this was available in September 2018.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP29</a>	We will seek funding from the National and International Capital Cities Grant (NICC) to assist with our event planning work and ensure that our city is properly protected. We will consider global best practice for City Resilience, and share our own best practice with partners.	31/03/2020	<b>Head of Operational Resilience</b>	On Target 	We continue to seek opportunities for funding to enhance and improve multi-agency planning and preparation for planned or no-notice major events which challenge organisations. The number, frequency and complexity of public planned and spontaneous events, demonstrations or challenges continues to grow . Further resources will be needed to sustain a high level of preparedness, and opportunities for greater multi-agency collaboration are being explored. Officers continue to engage pro-actively with partners in major cities across the world to share and learn.


Code	Activity Required	End Date	Owner	Status	Comments
<b>Aim 3: People &amp; Resources</b>					
<a href="#">LSP30</a>	We will introduce a new structured approach to career succession and will continue to provide learning support for all staff.	31/03/2021	<b>Head of People Services</b>	On Target 	A new Talent Manager has been recruited and work has commenced to research and define a new Talent Management Framework which will include apprenticeships, operational competencies (Personal Development Record(PDR)) and aims to identify high potential, whilst drawing from new talent from diverse backgrounds. In the interim and to support this area, the team are currently reviewing existing processes to make improvements such as PDRs and learning support. A new learning support tender for a supplier who can provide a full diagnostic assessment on individuals for a range of specific learning difficulties including dyslexia is in progress. A policy is also under review.





Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP31</a>	We will draw the work outlined in the Inclusion Strategy, Learning and Development strategy, corporate wellbeing plan and stress survey together in a 'People Plan' which will form a long term action plan focussing on making sure we have a motivated workforce who want to give their best, and contribute to the safety of London.	31/03/2020	<b>Head of People Services</b>	On Target 	Following the People Services Review implementation, the Cultural Change team identified their key priorities based on the recommendations. A review of the Brigade's appraisal system is underway, drawing from previous 'Development Discussion' research and the need to have a balanced approach to performance management and accountability, whilst developing our people to be the best they can be. A consultant will be brought in by the end of the year to assist with this work and feed into Talent. Work continues to embed Inclusion within employment and the Cultural Change Team are developing workshops for all staff groups and working with ENEI (Employers Network for Equality and Inclusion) to deliver unconscious bias training to key groups. The diagnostic work has commenced for a new leadership framework, the findings of which are to be reported in December. Workshops are currently being conducted with key stakeholders to identify leadership themes. Recommendations will be made in early January to Corporate Services Directorate Board. The NFCC draft leadership framework will also inform leadership development.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP32</a>	We will consider how opportunities for coaching, mentoring and secondments can be integrated into our suite of staff development tools including collaborating with partners in this provision.	31/03/2020	<b>Head of People Services</b>	On Target 	A training provider has delivered coaching courses to 36 members of staff. CPD events have been booked to support the ongoing development of accredited coaches. These coaches will support the leadership and talent frameworks. Officers are developing external secondments opportunities with the MPS, Foreign Office and the College of Policing. Following approval from the Commissioner's Corporate Management Team, the Brigade is aiming to offer short term / part time secondments internally. In addition a firefighter Apprenticeship Scheme has been introduced and Apprentices will be supported by dedicated coaches appointed by Babcock.
<a href="#">LSP33</a>	We will seek to make better use of technology to achieve our people objectives. This will include looking at how to better align our systems with Babcock, as well as making use of new ICT solutions to deliver bespoke training and development support to our staff.	31/03/2020	<b>Head of Training and Professional Development</b>	On Target 	Single sign-on for Big Learning was delivered in quarter two and the search facility is scheduled for delivery in quarter three. This will also include a new landing page. Specifications for further enhancements to Big Learning and to Station Diary to improve the user experience and enhance monitoring and reporting of the new framework are being developed as part of phase one of the Development and Maintenance of Operational Professionalism (DaMOP) project scheduled for delivery in quarter one 2019.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP34</a>	We will introduce a new behavioural framework to underpin our recruitment and development activities, creating a common standard across the organisation for new and existing staff.	31/03/2020	<b>Head of People Services</b>	On Target 	The NFCC have drafted a national behavioural framework which is subject to further development. Consideration for the NFCC work and the findings of the leadership and talent research will be incorporated into an LFB framework. Once agreed, the behaviours will be incorporated into person specifications, assessments for recruitment/promotion, development discussions and linked to training and development activities.

Code	Activity Required	End Date	Owner	Status	Comments
LSP35	We will make a commitment to secure the continual training, assessment and development of our firefighters to ensure they can deal with incidents safely.	31/03/2020	<b>Head of Training and Professional Development</b>	On Target 	The current FFD programme has been reviewed in the context of the requirements of the apprenticeship programme. A FFD TCAP board has been established to provide strategic direction and oversight of changes to course content. As part of phase one of the DaMOP project a competency mapping and gap analysis exercise has been undertaken in addition to research to identify notable practice within other fire and rescue services and organisations. From this work, key operational competency areas for watch-based staff have been identified and are currently being considered by the project's engagement group. Work will commence on the competency mapping for supervisory managers, middle managers and control in quarter three. The first interim enhancement to Big Learning has been delivered with the second scheduled for quarter three.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP36</a>	<p>We will review our dynamic and intelligent operational training process to confirm, clarify and improve current arrangements by:</p> <ul style="list-style-type: none"> <li>• Creating a new Operational Improvement Board,</li> <li>• Establishing a single organisational Operational Improvement Plan,</li> <li>• Improving current incident monitoring reporting arrangements,</li> <li>• Developing a more robust audit function,</li> <li>• Establishing a reflective learning process for Incident Commanders,</li> <li>• Building in consideration of national fire service learning,</li> <li>• Confirming training commissioning and review arrangements to address lessons identified.</li> </ul>	31/03/2020	<b>Head of Operational Policy</b>	On Target 	<p>The structures that support the Operational Improvement Process are now in place, namely the Operational Improvement Process Oversight Panel (OIPOP) and Operational Professionalism Board (OPB). The policy note (Operational Improvement Process) is four weeks behind schedule and will replace Dynamic and Intelligent Operational Training (DIOT) by the end of this calendar month (October). To date a range of operational improvements are being considered via this policy which include Grenfell related issues passed from the Grenfell Team.</p>

Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP37</a>	We will commission, subject to consultation and planning permission, and deliver a third training centre at Croydon so that we have the capacity to train and develop our staff to the highest standards.	31/08/2019	<b>Head of Training and Professional Development</b>	Off Target 	The target programme was seeking to deliver the facility by October 2019. However, the latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group site, is for construction to be completed in February 2022. This accords with the timetable for the Operations Support Centre project. Cost also remains an issue, and officers have appointed an additional quantity surveyor to determine if the current brief can be met from the current budget. A report is due to be submitted to the project board in November, where the board will decide upon next steps. The training centre project continues to be rated amber as a result of this change of timetable, and ongoing uncertainty regarding affordability. Officers will continue to monitor the programme and financial position, and will provide updates to the Commissioner as these issues are progressed.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP38</a>	We will look at our existing recruitment and training arrangements to see how we could offer apprenticeships as part of our firefighter development programme and in other parts of the workforce. We will also offer apprenticeship training opportunities to staff within departments and recruit new apprentices to develop within the organisation.	31/03/2021	<b>Head of People Services</b>	On Target 	The Firefighter Apprenticeship Standard has been approved and the funding has been agreed. The firefighter apprenticeship will begin in October 2018, with the first cohorts going to fire stations in February 2019. The delivery phase of firefighter apprenticeships is underway, including the development of the End Point Assessment. Additionally, officers have been looking at other areas where apprenticeships could be offered across the Brigade, including Fire Safety and Control. Apprenticeships will form part of the Talent Management framework from the end of 2018.

Code	Activity Required	End Date	Owner	Status	Comments
LSP39	<p>We will sign the blue light 'time to change' pledge, recognising the importance of developing an action plan to support the mental health of our staff and to challenge stigma and discrimination regarding this issue. This will include:</p> <ul style="list-style-type: none"> <li>• Reviewing our policies and procedures to ensure they are reflective of mental health wellbeing best practices;</li> <li>• Continuing to work with our occupational health service provider to enhance and promote our psychological wellbeing programme as well as exploring other initiatives to improve our organisation's approach to dealing with mental health;</li> <li>• Updating our training and development interventions for our managers to ensure they are able to recognise and instigate actions to deal with mental health wellbeing issues within the workplace;</li> <li>• Continuing to work with the charity MIND to improve and update our literature resource portfolio to aid the promotion of mental health wellbeing across our organisation;</li> <li>• Continuing to utilise, to the best effect, the expertise and professionalism of the organisation's Counselling and Wellbeing service to help improve the mental wellbeing of our workforce.</li> </ul>	31/03/2021	Head of People Services	On Target 	<p>Blue light 'time to change' pledge was signed in 2017. Following the recent implementation of the People Services Review (2018), and in conjunction with the Brigade's Occupational Health Service, a dedicated psychological health section in the LFB Well works health and wellbeing portal that provides staff with organisational specific information, guidance and resources relating to mental health wellbeing matters has been launched. A number of other initiatives have been developed to improve resilience within the organisation such as providing specific mental health awareness sessions to all departmental wellbeing events; the establishment of a staff mental health support group, and sessions on dietary and lifestyle interventions for London firefighters. Work is on-going to review policies and procedures relating to mental health wellbeing. Work is also in hand to ensure that counselling and trauma work is built into the wider wellbeing strategy.</p>





Code	Activity Required	End Date	Owner	Status	Comments
LSP40	<p>We will revise our estates strategy to:</p> <ul style="list-style-type: none"> <li>• Invest in stations that present the best options for the future based on our modelling work.</li> <li>• Introduce a community ethos for all stations.</li> <li>• Work closely with the Mayor, our blue light partners, and local authorities to identify a flexible approach to the design of future fire stations that enables them to be community hubs to address risk, prevention and response priorities in the local area.</li> <li>• Look at the available space that we have on some of our station estate to explore what we can do to help tackle the housing challenges facing London.</li> </ul>	31/03/2020	<b>Head of Procurement/ Technical and Service Support</b>	On Target 	<p>Officers continue to review the property estate and have identified a number of sites for investment in line with the Asset Management Plan 2017, taking into consideration modelling work and development opportunities. Options covering the refurbishment/rebuild of Edmonton, Plumstead and the Lambeth river station are being drawn up for officer discussion and feasibilities will be completed for these three stations this year. These include provisions for community engagement space and where possible Single Persons Quarters. Kentish Town and Whitechapel have been identified as sites with re-development potential. These are being investigated and discussions are being held with GLA colleagues. Approval was granted at Resources Committee September 2017 for the refurbishment of the existing four west Hampstead cottages into key worker housing for use by LFC staff Single Persons Quarters has been agreed. Our property consultants are preparing to submit an application to LB Camden regarding Listed Building consent, in parallel to going out to tender for the works.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP40/....</p> <p>Work is expected to start this year. A developer is currently in the process of re-designing a scheme for 8 Albert Embankment which will include a new fire station and museum. Planning permission was due to be submitted in September 2018, but this has now been pushed back to November 2018 due to ongoing discussions regarding viability.</p>

Code	Activity Required	End Date	Owner	Status	Comments
LSP41	We will look to explore the potential for other shared service arrangements to ensure that we offer the best value for money to the public.	31/03/2020	Head of Procurement/ Technical and Service Support	On Target 	<p>Exploring collaboration opportunities remains a priority for the Procurement Department. Since the last update, we are able to report collaboration activity with a wide variety of collaboration partners, notably the Greater London Authority (GLA), the Fire and Rescue Service (FRS) sector and the wider emergency services sector. As part of the GLA collaborative procurement initiative, a number of procurement exercises are being conducted jointly with the Collaborative Procurement Team. These include Print Services, Temporary Labour and Stationery. The Print and Stationery contract is currently out to tender. Temporary Labour is currently in the pre-procurement stage. A number of workshops have taken place for the Temporary Labour contract to ensure the requirements of each Functional Body are met, which have been useful and will help to ensure a contract is awarded that meets all stakeholders' requirements. The Brigade is continuing to explore the possibility to adopt the National Uniform Managed Service (NUMS) framework agreement developed by the Metropolitan Police Service.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>A project board has been established, and the LFB are currently providing the necessary data relating to our uniform requirements to allow DHL (the NUMS service provider) to provide a proposal for how they would deliver the service. The proposal is due to be submitted to the LFB in January. The Brigade and the London Ambulance Service are collaboratively procuring a Service Desk tool, which will serve both authorities' ICT end users. This is still in the early stages of the procurement. On a national level, the Brigade collaborates with other FRSs under the NFCC Fire Commercial Transformation Programme. Under this programme, the Brigade is the ICT category lead working to provide collaborative procurement opportunities for the benefit of the FRSs, also in collaboration with police and other emergency services following the principles of standardisation, aggregation and strategic supplier relationship management. The programme is currently undergoing a review to revisit the original programme principles to check that they are still appropriate prior to entering into the next phase of delivery.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP42</a>	We will support the implementation of the Emergency Services Network project to realise the benefits of the new capability for the London Fire Brigade.	30/03/2020	<b>Chief Information Officer</b>	On Target 	The Emergency Service Network (ESN) is being provided by the Home Office through its Emergency Services Mobile Communications Programme (ESMCP). It will deliver critical voice and data services for all emergency services replacing the existing Airwave radio service. The Home Office programme are delivering ESN on an incremental basis with data capability being available before critical voice. For LFB it is estimated this will move transition from Airwave to ESN into the early 2020s. ESMCP work on producing a plan for incremental delivery, which also includes extending the Airwave service until the end of 2022 is ongoing and the LFB ESN team, through the NFCC are involved in this process. A revised ESMCP Full Business Case which captures this re-planning work and updates the financial position should be available in December 2018. The NFCC and equivalent Police representatives are involved in discussions with the Home Office to ensure their delays do not cause new financial burdens for emergency services.



Code	Activity Required	End Date	Owner	Status	Comments
LSP43	<p>We will develop the health and safety framework during the lifetime of the Plan so that we:</p> <ul style="list-style-type: none"> <li>• Focus on operational activities; including better ways to monitor operational hazards/risks/safe systems of work; and allowing us to better identify how to improve operational safety.</li> <li>• Carry out consultation and engagement on safety and wellbeing proposals.</li> <li>• Focus on work related ill health.</li> <li>• Provide safety leadership at all levels.</li> <li>• Make greater use of technology - for accident (and near miss) reporting, action tracking, hazard notification and safety audits.</li> </ul>	31/03/2020	Head of Health and Safety	On Target 	<p>The Brigade continue to target reductions in operational injuries, focussing on the work activities and hazards that give rise to most injuries and risk to firefighters at operational incidents. In order to more closely monitor operational injuries the Brigade has introduced a specific indicator for operational injuries (in addition to existing indicators for RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) injuries). The 'injuries from operational incidents' target is not being met (173 versus a target of 135). Whilst the target is not currently being met there has been a 18 per cent reduction in injuries from operational incidents in the year to the end of quarter two when compared against the 2017/18 outturn. Work to reduce injuries at operational incidents has been focussed on the two main causes of risk (slips and trips and manual handling) and on the specific work activity of 'forcing entry to premises'. The core manual handling guidance for firefighters has been reviewed and re-issued and there will be further work to identify the specific manual handling training needs associated with casualty handling.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP43/....</p> <p>To reduce the risk of slips and trips improvements have been made to scene lighting including increasing the output of the firefighters personal torch (personal lighting will be further bolstered by the introduction of the new firefighter's helmet with integrated light), and in general scene lighting by making portable scene lighting smaller, lighter and more manoeuvrable and improving the scene lighting (including mast) on the new appliances. Equipment for forcing entry for premises and the associated training requirement for firefighters is under review and this will continue. The number road traffic collisions involving Brigade vehicles has increased slightly in the 12 months to the end of quarter two 2018/19 when compared to the 2017/18 outturn. Officers are working to review the management of occupational road risk with a view to identify interventions that will further reduce road traffic collisions and related injuries. Officers are also reviewing the health impact of exposure to carcinogenic compounds and to make improvements to systems and equipment to reduce the risks to the health of staff.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP43/....</p> <p>This is an area of national concern and the Brigade has made good links with relevant external partners to monitor the global research in this area. The Brigade has provided guidance for staff, re-emphasising a range of existing control measures, on how to minimise the risks from exposure to potentially carcinogenic contaminants on their clothing and skin following firefighting activities. The Brigade has recently introduced a food hygiene training package for station-based staff, which also includes content on reducing the risks from common kitchen injuries. Improvements are being made to the accident reporting solution to assist in the analysis of operational injuries and in the identification of trends that can be targeted for further intervention. The new accident reporting solution will also allow all firefighters to report near misses (anonymously if they choose to) for the first time. The new accident reporting solution is undergoing its final user acceptance testing and will go live on 1 October 2018.</p>



Code	Activity Required	End Date	Owner	Status	Comments
LSP44	<p>We will develop ways that digital communications can serve the public including:</p> <ul style="list-style-type: none"> <li>• The development of a new website and improved ways to interact with us online.</li> <li>• How we share information, using video and other digital platforms to reach and influence people at every age and from every background</li> <li>• Building on our use of digital communications to campaign, publicise, generate discussion, consult and share Brigade news and information, including how our staff work and communicate together within a digital environment.</li> <li>• Using interactive digital platforms that connect users with third-party resources and services, and stream personalised content on fire and wider community safety.</li> </ul>	31/03/2020	<b>Head of Media and Internal Communication</b>	On Target 	<p>In quarter two the communications department have focused on four key areas of improved digital communications, utilising all owned social media channels, the LFB website and LFB intranet.</p> <p>1) Incident information and community safety messaging related to the 2018 heatwave, which included a record number of grass fires and 20 large fires requiring an attendance of over 35 firefighters.</p> <p>2) The Grenfell Tower fire anniversary and communications related to the Brigade's fire safety lobbying activities and news of a government review of fire safety guidance (Approved Document B).</p> <p>3) The firefighting sexism campaign during September and using the period in which the Grenfell Tower Inquiry paused for a summer break.</p> <p>4) The production of brand new content to assist the public in understanding more about firefighting in high rise buildings, Breathing Apparatus, Aerial (extended ladder) appliances and Incident Command. In addition two internal staff briefing sessions have been held at LFB HQ in this period, both of which were filmed and made available for all LFB staff to view on the intranet (Hotwire).</p>

Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP45</a>	<p>We will explore the use of innovative solutions to:</p> <ul style="list-style-type: none"> <li>• Detect and suppress a fire to support independent living in the home for our most vulnerable residents.</li> <li>• Help people to manage their own fire safety and connect to a broader network of support – such as peer mentors, safety/health coaches, friends and family, volunteers and group-based activities.</li> </ul>	31/03/2020	<b>Head of Fire Safety</b>	On Target 	We are continuing to work with the telecare industry and housing providers to encourage linking automatic smoke detection to telecare systems. Partnership work with the UK Homecare Association produced an emollient factsheet and Fire Safety FAQs for website and newsletter LFB have been nominated as finalists for the "Impact in Technology Enabled Care Team Award".
<a href="#">LSP46</a>	We will review financial arrangements to see if there are further opportunities for collaboration, including possible alternative delivery methods.	31/03/2020	<b>Head of Finance</b>	On Target 	Discussions to identify possible opportunities for collaboration continue. Further meetings have been held with the MPS to discuss in particular the budget process and preparations for the new Capital Strategy. A Finance and Professional Services Working Group has been established in the GLA group and had it's first meeting late in quarter two. A meeting has now been arranged with West Midlands FRS to discuss their financial management as part of the research for the project on the new finance system.

Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP47</a>	We will promote and use our fire stations and other buildings such as our temporary museum for opportunities to launch safety initiatives and share campaign messages.	31/03/2020	<b>Head of Media and Internal Communication</b>	On Target 	<p>The communications department has promoted a large number of fire station open days using digital channels, which have contributed to high attendance over the summer and autumn period e.g. Stanmore fire station open day attracted over 2,000 visitors. Other activities have also been publicised including fire station Macmillan Cancer events and tea parties arranged by fire station staff for elderly residents living in local communities. The LFB museum curators have continued to support key stage 2 education, and have worked hard to promote the heritage collection with activities including an exhibition at the pop-up museum in Lambeth working with Historic England called Immortalised: The People Loved, Left and Lost in our Landscape, which was about memorials such as the statues, the plaques, shrines and murals that mark events from the past. 20 peers, MPs and Assembly Members attended this exhibition and were able to understand how the Brigade's artefacts are being cared for and the future plans for a LFB museum.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP47/....</p> <p>The Brigade was also part of the Lambeth Heritage Festival, providing a further opportunity to promote the LFB heritage collection with a photographic exhibition, again at the pop up museum throughout September. On line communications during this quarter have also promoted the role of the fire and rescue service during the second world war on the 78<sup>th</sup> anniversary of the Blitz.</p>