

Decision title

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## End of Year Monitoring of Commitments in the London Safety Plan for 2018/19 (end-March 2019)

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Recommendation by  
Assistant Director, Strategy and Risk

Decision Number  
LFC-0197-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 March 2019, is provided within report LFC-0197.

### Decision

The London Fire Commissioner notes report LFC-0197.

Dany Cotton QFSM  
London Fire Commissioner



Date 17-7-19

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LONDON FIRE BRIGADE

Report title

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## End of Year Monitoring of Commitments in the London Safety Plan for 2018/19 (End March 2019)

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Report to	Date
Corporate Services Directorate Board	11 June 2019
Operations Directorate Board	20 June 2019
Commissioner's Board	3 July 2019

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Report by	Report number
Assistant Director, Strategy and Risk	LFC-0197

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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 March 2019, is provided within this report.

### Recommended decision

That the London Fire Commissioner notes this report.

## Background

1. This is the end of year monitoring report for 2018/19 (to end of March 2019) 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 January to March 2018/19 (Q4)

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. The London Safety Plan (LSP) included a commitment to explore both alternate and shared crewing options for aeriels and operational support units (OSUs). 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 this commitment would not be pursued at the present time. Other changes post-Grenfell have not required amendments to existing LSP commitments.
4. This means that there are currently 39 commitments that are active (three were closed, during quarter three). The commitments are grouped by corporate aim.
5. Good progress is being made on the majority of commitments and 35 are currently on target. Four commitments are marked as off target (amber). These are:
  - a. LSP16 – Flood response capability. The Flood Enhancement Project is behind schedule. Quarter four saw some significant milestones in the project, including the delivery of 142 ejector pumps for all front line appliances, which will be deployed once to the appliances have been modified. Flood barriers have been received, 200m will be delivered to Finchley for deployment on the OSU with the remainder deployable from the Brigade Distribution Centre. Agreement was reached to update the London Emergency Services Liaison Panel (LESLP) and London Strategic Flood Response Framework to include LFB's enhanced position in flood response.
  - b. LSP20 – Command units. Work on the output based specification (OBS) with Babcock Critical Services (BCS) for the vehicle procurement is underway. Soft market research with BCS on low emission vehicles is also underway. The project team are working on documents and information required for the OJEU process and will hold an Industry day for the incident command operation system (ICOS) providers on the 22 May.
  - c. LSP37 – Croydon training centre. The latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group (PEG) site, is for construction to be completed in February 2022. The latest programme accords with the timetable for the Operations Support Centre project (which is managing PEG's departure from their current site). A revised design, cost plan, and new procurement strategy were approved by the project board in November 2018.
  - d. LSP42 - Implementation of the Emergency Services Network (ESN) project. 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 early 2022. The Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all emergency services have transitioned to ESN. 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 National Fire Chiefs Council (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 towards the end of 2019. 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.

6. Three commitments were completed during quarter three 2018/19:
  - a. LSP1 - 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. Our integrated Strategy was presented to Commissioner's Board on 10 October 2018 and agreed. The Strategy has been sent out to key partners and stakeholders and further communication will be on-going.
  - b. LSP28 - We will refresh the Assessment of Local Risks on an annual basis, and where opportunities may exist to improve the level of local controls, we will make the relevant policy lead aware of the information, helping as necessary to develop improvement proposals. The Local Assessment of Risk has been updated with 2017 data. This is now business as usual. The Assessment of Local Risk will be refreshed every year.
  - c. LSP36 - We will review our dynamic and intelligent operational training process to confirm, clarify and improve current arrangements. The Operational Improvement Process went live in December 2018, with a schedule of Operational Professionalism Board meetings programmed for 2019. All Grenfell Tower Investigation and Review Team (GTIRT) issues are being passed through this process.
7. LSP Commitment LSP15 has been reworded at the request of the Head of Operational Resilience to better reflect the broad range of potential terrorist attacks we may have to respond to:

We will:

  - Maintain our ability to respond to the requirements of national planning assumptions such as a ~~Paris style terrorist attack~~ marauding or multi-sited terror attack.
  - Increase our capability and capacity to respond to a broad range of terror attack methodologies ~~s (Mass Casualty Response)~~, including the use of emerging technologies.
  - 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.
8. Detailed progress commentaries (to the end of March 2019) have been provided by the lead officer for each of the LSP 2017 commitments in appendix 1.

### **Finance comments**

9. This report sets out progress against the commitments in the current London Safety Plan (2017). Any financial impact resulting from work on the LSP commitments is addressed as part of the regular financial position reports and the budget reporting process.

### **Workforce comments**

10. 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**

11. 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.
12. Under section 21 of the Fire and Rescue Services Act 2014 the Secretary of State is required to produce a 'Fire and rescue national framework for England' (the Framework), to which the Commissioner must have regard (section 21(7)). The Framework requires the Commissioner to have integrated risk action plans (IRMP) which are to be the subject of formal consultation. The London Safety Plan (LSP) is the Commissioner's IRMP.
13. The LSP sets out a series of commitments that the Commissioner will seek to meet.
14. This report provides the Board with the end of year monitoring report for 2018/19 (to end of March 2019) on these London Safety Plan (LSP) commitments and is for information only.

### **Sustainability implications**

15. 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**

16. 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 some protected characteristics.
17. Equality and diversity form part of the assurance gathering processes which support the production of the statement.
18. 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.


19. 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

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1.	LSP Commitments for Quarter 4 2018/19	Not Protectively Marked





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>	Completed 	Completed - Quarter 3 2018/19.


Code	Activity Required	End Date	Owner	Status	Comments
<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. New toolkits for Borough Commanders have been created to improve access to current community safety information, best practice and guidance so there is a consistent message across all London boroughs. 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. We have recently held our first 'Older Person's Forum' to actively engage with some of our P1 people, and will now build on this to become a regular event. Our Young People's Board met on 16 March 2019 focusing on stop and search and counter terrorism. A communications campaign targeting vulnerable adults is being developed for roll out in 2019/20.






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	Head of Fire Safety	On Target 	<p>We have developed a new tool to support carers and care providers to identify risk and encourage referrals for home fire safety visits (HFSV) – 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 to 2,000 care homes, care support charities and local authorities in was sent out in June 2018. We are looking to enhance the PCFRA to become an online tool that people can use as a referral form in the future.</p> <p>In September 2018 we piloted a continuous professional development (CPD) session for care workers, housing managers and risk assessors to educate about person centred fire risk, control measures and responsibilities – we are evaluating the success of this to inform options for future events. We are in the process of designing an online HFSV which will include 360 video technology to target those who are potentially less vulnerable and have now purchased VR equipment to support any future classroom based sessions on fire risk.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<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 have been working with the Office of Product Safety and Standards on appliance marking to allow the identification of white goods after a fire and expect to see their recommendations in due course. Work continues around improving the safety of second hand white goods. We are now representing the fire service on government working groups that are assessing current and future risk from emerging trends including smart metering, home energy storage systems and electrical appliances (with a focus on white goods) connected to the internet. We are working with the Medicines and Healthcare products Regulatory Agency (MHRA) to standardise advice and product labelling for flammable emollient products across the pharmaceutical, medical and care industries.


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 January to March 2019) are: Total visits: 136 Core Interventions: Winter Warmth referrals: 51 Smoking Cessation referrals: 4 Falls referrals: 14 Social Isolation referrals: 33.</p> <p>In addition to 'fire safe and well' visits, we have worked in partnership with NHS Blood and Transplant Services and hosted four sessions since March 2018 for members of the public to give blood at our fire stations and head office. This has resulted in 426 donations. Each donation can save up to three lives.</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 	Our partnership work with the Care Quality Commission (CQC) is ongoing. A meeting was held in quarter four with the Health Team at GLA with plans to link in and promote joint work around childhood obesity and mental health.

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 	<p>As part of the call for evidence in relation to the technical review of Approved Document B our response included a focus on automatic fire suppression systems and highlighted the need for guidance which particularly considers the vulnerability of occupants when considering the design of a building.</p> <p>We continue to promote joint partnership working with strategic partners including the National Fire Sprinkler Network and British Automatic Fire Sprinkler Association (BAFSA).</p>


Code	Activity Required	End Date	Owner	Status	Comments
<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	Head of Fire Safety	On Target 	LFB is heavily focused on collaboration and continues to develop, build and maintain mutually beneficial effective working relationships with a variety of partners. We continue to recommend that AFSS be mandatory in all new school builds and as part of any major developments to school buildings. A Call for Evidence is currently underway for the schools guidance document BB100 and LFB will be providing feedback which will improve the guidance and will increase the chances of sprinklers being installed in schools in the future. LFB promotes 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. The Brigade position statement has been updated to reflect this.
<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	Head of Fire Safety	On Target 	The Heritage Team continue to reach out to key stakeholders across London, providing advice and support regarding salvaging. The heritage team are continuing to audit heritage premises and capture relevant information which will help identify trends.


Code	Activity Required	End Date	Owner	Status	Comments
LSP12	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 	<p>We are delivering training and support to support to stations to complete 'Fire Safety Checks' of premises . Fire crews inspecting small unknown premises and known high rise residential premises will improve firefighter's skills in regulatory fire safety and thus have a better understanding of the risks within premises on their grounds. e.g. cylinders, complex building layouts etc. Firefighters will be complimenting the visual audit and 7(2)d systems gaining further understanding of their ground and risks. This will also improve the standard of premises compliance with fire safety law and reducing the risk of fires occurring through prevention advice.</p> <p>Following a successful trial in the North East of London, it is expected that the training will start in September /October 2019 and will take 18 months to complete. Once 70 per cent of a watch have been trained, the watch will start fire safety checks</p>


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 (AFA) calls from persistent offenders as a last resort.	31/03/2020	<b>Head of Fire Safety</b>	On Target 	FSR Policy are continuing to work collaboratively with the National Fire Chiefs Council (NFCC) and fire alarm industry contacts to develop and introduce a guaranteed AFA response standard. This will be based on the successful and long-standing security response standards developed by ACPO (now NPCC – the National Police Chiefs Council). The response will require specific connection standards (supported through third Party Accreditation) in system design, installation, maintenance, management and the allocation of a bespoke connection for a cost price.



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 London Resilience</b>	On Target 	<p>During quarter four good progress was made with LRG's complement with three FRS staff recruited. In addition eight temporary staff were recruited in order to meet LRG's responsibilities in assessing risks in relation to Brexit and reporting on London's preparedness including reporting to central government. Daily Strategic Coordination Group meetings were arranged. That work stream has been temporarily suspended but can be restored when there is clarity on timing. The on going work on assessing the risk register continued in quarter four.</p> <p>Work on the Counter Terrorism Preparedness and Societal Resilience project continued and was warmly received when presented in Stockholm. It remains on target to report back its findings in November. Work also continued to support the 100 Resilient Cities Project in London.</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 marauding or multi-sited terror attack.</li> <li>• Increase our capability and capacity to respond to a broad range of terror attack methodologies, 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 	Work continues at pace to ensure that LFB stands prepared, trained and ready to respond with partners to the broad range of threats facing London and the UK from international terrorism. 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. Work is continuing on the mass casualty recovery (MCR) project and new MCR delivery options are being identified and discussed in order to secure and implement a long term solution.


Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP16</a>	<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	<b>Head of Operational Policy</b>	Off Target 	<p>Quarter four saw some significant milestones in the project:</p> <ol style="list-style-type: none"> <li>1. The 142 ejector pumps for all front line appliances were delivered, awaiting modification to appliances before going on the run.</li> <li>2. Nine Rescue Recall Responders (RRR) were assessed and are on a Flood Rescue Boat Operator (FRBO) training course in the middle of May.</li> <li>3. Flood barriers have been received, 200m will be delivered to Finchley for deployment on the OSU with the remainder deployable from the Brigade Distribution Centre.</li> <li>4. Agreement was reached to update the London Emergency Services Liaison Panel (LESLP) and London Strategic Flood Response Framework to include LFB's enhanced position in flood response.</li> <li>5. Familiarisation was rolled out to all TARs (Technical Advisor Rescue).</li> <li>6. The communications strategy was delivered through the Shout magazine with a front page spread.</li> </ol>


Code	Activity Required	End Date	Owner	Status	Comments
LSP18	<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	Head of Operational Policy	On Target 	The FRU review has been completed and the report is currently being drafted. RRT and MCR were considered out of scope of this review and will be progressed separately. The FRU review report will be available in June.

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 was completed and is awaiting LFC decision.
<a href="#">LSP20</a>	<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	<b>Head of Operational Policy</b>	Off Target 	Work on the output based specification (OBS) with Babcock Critical Services (BCS) for the vehicle procurement is underway. Soft market research with BCS on low emission vehicles is also underway. Project team are working on documents and information required for the OJEU process and will hold an Industry day for the incident command operation system (ICOS) providers on the 22 May.

Code	Activity Required	End Date	Owner	Status	Comments
LSP22	We will explore flexible working arrangements in line with the Grey Book.	31/03/2021	Head of Strategy and Risk	On Target 	<p>As part of the London Safety Plan, the Brigade has committed to exploring flexible working arrangements in line with the Grey Book:</p> <ul style="list-style-type: none"> <li>• Most station-based operational staff are employed as whole time firefighters on a 2, 2, 4 shift pattern. The day shift is from 09:30 hours to 20:00 hours and a night shift from 20:00 hours to 09:30 hours. The last change to shift patterns in London occurred in 2010 when start and finish times were changed.</li> <li>• There are currently around 55 operational staff (mostly firefighters) with agreed variations to the normal working hours. The terms agreed vary from contract to contract as a result of being considered on their own merits.</li> <li>• There are a number of challenges to overcome as although the new Flexible Working Policy 448 has regularised the approach to flexible working, it has not been able to increase capacity for flexible working and that limit has now been reached.</li> </ul> <p>continued overleaf.../</p>



Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP22/....</p> <ul style="list-style-type: none"> <li>A number of alternative solutions put in place by other fire and rescue services have been looked at, and proposals have been developed for a new approach.</li> </ul>
<a href="#">LSP23</a>	<p>We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives.</p>	<p>31/03/2020</p>	<p><b>Head of Operational Policy</b></p>	<p>On Target </p>	<p>New one, three and five day courses are now being delivered. Written examination for firefighter development 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. The LAS is also using Dockhead and Old Kent Road fire stations for collaboration training to great success.</p> <p>Fire Safety and other senior uniformed officers are taking places on one-day courses.</p> <p>Recommendations and next steps for co-responding are drafted and under review.</p>


Code	Activity Required	End Date	Owner	Status	Comments
<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 	<p>Co-responding post pilot review completed and presented to Safety and Assurance Directorate Board (SADB) and Operations Directorate Board (ODB).</p> <p>Recommendations and next steps for co-responding report are drafted and under review prior to submission.</p> <p>The National Technical Working Group for Emergency Medical Response (EMR) have drafted and agreed a framework for co-responding as part of the national negotiations on pay and broadening the role of firefighters</p>


Code	Activity Required	End Date	Owner	Status	Comments
LSP25	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	Head of Fire Stations	On Target 	<p>There has been significant progress in the planning stages of the Heathrow Expansion Programme (HEP) - we are involved in the formal and informal design and consultation processes – this maximises opportunities for more collaborative working with the airport fire services. There have been a number of working groups set up with the 'Transport and Infrastructure Liaison Team' within Operational Resilience and Special Operations who have taken the lead working closely with fire stations and surrounding fire and rescue services. These may also provide opportunities to explore co-locating with other blue light agencies.</p> <p>The current HEP process stages are listed below:</p> <ul style="list-style-type: none"> <li>• The Airspace Consultation is complete with no outcomes as yet.</li> <li>• The responses from HEP Consultation 1 held during Jan 2019, will be fed into "Airport Expansion June 2019".</li> <li>• After the Airport Expansion Consultation in June 2019, Heathrow will submit a final proposal to the Planning Inspectorate as part of an application for a Development Consent Order (DCO) under the Planning Act 2008.</li> </ul>






Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP25/....</p> <p>The decision on whether to grant the DCO will be made by the Secretary of State following a public examination period led by the Planning Inspectorate. The DCO application will include requests for a range of powers and authorisations, including powers for the compulsory acquisition of land. Construction on the main works (including the runway) will begin shortly after the DCO has been granted. Any works will be subject to consultation and environmental assessment as required.</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 have continued to work with partners to develop working relationships for all types of response on the river. This is including the expansion of firefighting capability on the boat which is progressing well. Exercises with joint river and land assets have taken place and planned for the next year. Operational Policy and Assurance will present at the DVI (Disaster Victim Identification) course to a number of our partner agencies. We will continue to sit on the Multi Agency Thames Tidal Safety Forum to inform decision making and share good practice with our partners. London Fire Brigade Heads of Service nominees have been invited to form an implementation team to progress the recommendations from the Fire Boat Review Report. This will increase opportunities for collaborative training and improve training in general.
<a href="#">LSP28</a>	We will refresh the Assessment of Local Risks on an annual basis, and where opportunities may exist to improve the level of local controls, we will make the relevant policy lead aware of the information, helping as necessary to develop improvement proposals.	31/03/2020	<b>Chief Information Officer</b>	Completed 	Completed - Quarter 3 2018/19.


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. Recent additional challenges have been posed by the ongoing protests in relation to Brexit and Climate Change.

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 	The first tranche of research to define a new Talent Management Framework has been completed with recommendations to create the foundations of a framework. A progress report will be presented to the Corporate Board in July 2019. Learning Support are working with the Talent and Recruitment teams and with Babcock to ensure that appropriate support and reasonable adjustments are provided to apprentices with learning difficulties. In addition, Learning Support are working with the Outreach Team and the Recruitment Working Group to ensure that attraction and selection processes are fair and that individuals with learning difficulties have the appropriate support and reasonable adjustments to enable them to perform to the best of their ability. The team continues to work with line managers and members of staff with learning difficulties to ensure that appropriate support is in place. The Learning Support policy is currently with the staff sides for consultation.

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	Head of People Services	On Target 	Following a recent tendering exercise, a two month contract has just been awarded to a consultant to articulate the organisation's overall strategic direction and to deliver a final report for consideration by the London Fire Commissioner. It is from this work that will enable key documents to be linked to the organisation's overall strategy and aspirations including the review of the current Inclusion Strategy and Action Plan and the development of a comprehensive People Strategy. Options to progress the recommendations following the findings of the diagnostic work for a new Leadership Framework are also under discussion.
<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	Head of People Services	On Target 	A cohort of accredited coaches and mentors have been trained and continue to provide this function to a number of staff. These coaches will support the leadership and talent frameworks for operational and non operational staff and staff within the GLA Group.  In addition apprentices under the Apprenticeship Scheme are being supported by dedicated coaches appointed by Babcock.


Code	Activity Required	End Date	Owner	Status	Comments
LSP33	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 	<p>In preparation for the roll-out of the interim phase of the DaMOP (Development and Maintenance of Operational Professionalism) project, significant changes to Station Diary are being made to provide enhanced recording and assurance. This will include; auto allocation of the DaMOP training schedules, removing the current requirement for Watch officers to input training, a "Wheel of Competence" at an individual through to corporate level, which will provide up-to-date performance data against the framework and direct links from Station Diary to training packages on Big Learning. Staff feedback on the previous enhancements to Big Learning (Search and single sign on) and the proposed changes to Station Diary have been very positive. Work continues with commissioning departments to make changes to existing training packages through the TCAP (Training Commissioning and Alteration Process) process and these will be available on Big Learning the end of quarter one. In addition, systems are being developed to provide senior officers with training schedules; including links to e-learning packages on Big Learning, as part of the interim arrangements for senior officers.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP33/....  Further enhancements to Big Learning and associated systems including Station Diary will continue as part of Phase 2 of the project.
<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 	Following the publication of the NFCC National Leadership Behavioural Framework in February 2019, the LFB are working with the NFCC People Programme to develop the framework into a practical model. This will then enable the development of a LFB Behavioural Framework that can be used for person specifications, assessments for recruitment/promotion, career conversations and linked to training and development. Consideration is also being given to how the organisation's values are being incorporated into HR policies and processes.


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 	<p>Firefighter development (FFD) and breathing apparatus (BA) are subject to course review in 2019/20. Officers meet monthly to provide strategic direction and oversight of changes to course content. Changes are expected to be made in a phased approach throughout 2019/20 and 2020/21. The two-day and one-day BA courses were reviewed and subsequently replaced with a new two day firefighting course. The new course was piloted in April 2019 and is being rolled out to all station based operational staff. Further review to specify the course content for 2020/21 will take place in 2019.</p> <p>As part of Phase 1 of the DaMOP project, 20 core competency areas for FF-WM have been identified following stakeholder and staff engagement. Practical and theory elements have been developed for each competency area and a 24 month schedule has been developed. Eight watches have piloted the new requirements and the structure and content has received a positive response from the participants.</p> <p>continued overleaf.../</p>




Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP35/....</p> <p>The interim framework is on target for implementation on 1 July 2019. Following engagement with staff, the project board has agreed the draft core competency requirements for an interim senior officer framework which is also scheduled for implementation on 1 July 2019. During Phase 2, competencies will be developed for specialist posts and Control. The full framework is scheduled for implementation in June 2020 and will incorporate lessons learned from the interim phases.</p>


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>	Completed 	Completed - Quarter 3 2018/19.

Code	Activity Required	End Date	Owner	Status	Comments
LSP37	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	Head of Training and Professional Development	Off Target	 <p>The latest draft programme for the project, taking into account the expected vacant possession date for the current Protective Equipment Group (PEG) site, is for construction to be completed in February 2022. The previous target date was October 2019. Given this disparity, the project continues to be rated amber. However, the latest programme aligns with the timetable for the Operations Support Centre project (which is managing PEG's departure from their current site). The earlier cost pressures have been addressed via changes to the design, and the procurement strategy. The full project brief will still be met, and still includes the construction of a new six storey real fire training venue. The design change concerns the training block, which will not be a new build, but delivered via a refurbishment of the existing PEG building. The procurement strategy has been changed from utilising a Scape framework, to following a traditional design and build procurement process. The revised designs, cost plan, and new procurement strategy were approved by the project board in November 2018. The training centre project will be re-baselined, and is expected to be rated green, once a new detailed programme is produced. This is due to be completed in May.</p>

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 programme was implemented in November 2018. Embedding, process development, financial management and procuring an End Point Assessment (EPA) are currently in progress. The viability and organisational alignment of further apprenticeship programmes for other staff groups is currently being assessed, based on the knowledge gained from the firefighter programme.

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>LFB is relaunching the Blue Light Champions scheme (Government funding for this has now ended) as Mental Health First Aiders (MHFA). MHFA will all receive a 2-day Mental Health First training to give them the skills and knowledge to fulfil a supportive and signposting role throughout the organisation for anyone who may have mental health concerns. We are looking to create coordinators' posts to organise, supervise, provide CPD and support to the MHFA. It is envisaged that additional trauma focussed training will be identified to create a tier of peer trauma support volunteers who will be deployed to support and debrief watches following critical and major incidents. A review of the psychological support provided to LFB personnel following the Grenfell Tower incident, has been completed by an external expert. The learning points and recommendations are being used to review and update Counselling and Trauma Service (CTS) major incident procedures and to contribute to the revised LFB major incident policy. CTS is contributing to the creation of a wider wellbeing strategy by identifying and progressing mental health initiatives to advance now.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP39/....  Collaboration is planned with the Fire Fighters Charity to pilot resilience training at fire stations and wellbeing collaboration opportunities are being explored by a tripartite working group with LAS and MPS.

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 monitor and review LFC's estate portfolio for investment opportunities to support delivery of LSP Commitments. Major refurbishments of Plumstead and Lambeth river station are in feasibility stage with outcomes expected during quarter two 2019/20 to inform the way forward. A rebuild of Edmonton is still being pursued as part of the Capital programme. LFC estate management consultants have very recently discovered Edmonton fire station status as locally listed. Due to the impact on options going forward, dialogue is proceeding with the local authority as LFC were not consulted or informed of this action.</p> <p>The Development Application for the redevelopment of 8 Albert Embankment providing a new fire station with community engagement facilities, a new LFB Museum as well as an agreed proportion of affordable housing was submitted on 29 March 2019 with outcomes expected within quarter two of 2019/20.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP40/....</p> <p>Following approval from the Deputy Mayor's Fire and Resilience Board, a market testing exercise to understand potential development opportunities for both Whitechapel and Kentish Town fire stations has commenced with outcomes expected within quarter two 2019/20.</p> <p>A tender process has completed on the refurbishment of the existing four West Hampstead Cottages into eight single person's quarters for use by LFC staff to support keyworker housing challenges in London. Following LFC approval to approve funding for contract award and based on the current programme, completion of the refurbishment should be achieved by the close of 2019. A joint bid by MPS, LFB and LAS to One Public Estate via the West London Alliance was successful in securing funding to explore blue light collaboration opportunities across respective estates and a mapping exercise is due to commence to understand locations where respective strategic and operational priorities could be met.</p> <p>continued overleaf.../</p>




Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP40/....</p> <p>LFB continue to participate as part of the GLA Estates and Facilities Management working group to support co-location and an other areas of shared interest within the GLA family. An exercise to review how LFB can support the rollout of MPS Dedicated Ward Officer (DWO) hubs is in the initial stages to identify potential for local co-location opportunities to support the MPS revised delivery model.</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 Procurement Department priority, including with the other Greater London Authority (GLA) functional bodies, the Fire and Rescue Service sector, the wider emergency services sector, London Local Authorities and NHS London. An initial strategy workshop has considered: collaborative procurement on the common and complex categories, dialogue with suppliers to reduce cost drivers from pricing structures, working with internal clients on a pan GLA basis to seek structural savings, review of business processes, organisational alignment and business change.</p> <p>A new contract under the collaborative NHS Shared Business framework for corporate travel management services is now subject to LFC approval.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>The new contract includes savings of between 35 per cent and 40 per cent on previous fees. A GLA collaborative procurement for travel and accommodation will be let later in 2019 and the Brigade will consider migrating to that contract if the terms are more favourable.</p> <p>The Brigade is exploring joining the National Uniform Managed Service (NUMS) contract established by the Metropolitan Police Service. A final business case is being developed and the new arrangements could commence in April 2020.</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>	Off 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 early 2022. The Home Office Permanent Secretary has given written assurance that Airwave will be available for operational use until all emergency services have transitioned to ESN. 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 National Fire Chiefs Council (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 towards the end of 2019. 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>Officers 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. Injuries reportable under RIDDOR have reduced from 82 last year to 75 this year and are on target. The number of vehicle events has increased compared with last year and the target is not being met (495 vehicle vents against a target of 460). The 'injuries from operational incidents' target is not being met (159 against a target of 135) but this has decreased over the outturn from last financial year (208).</p> <p>Officers are 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. 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.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP43/....</p> <p>The Brigade is actively participating in research to better understand the risks to our staff. As part of a strategy to manage occupational road risk and prevent and/or reduce injuries to staff during road traffic collisions. Officers have started a campaign to promote the use of safety belts by staff in all Brigade vehicles. The new accident reporting solution has been in place since October 2018 and is operating well. This solution is also now being used to complete fire station safety audits.</p>

Code	Activity Required	End Date	Owner	Status	Comments
<a href="#">LSP44</a>	<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 	The Brigade used social media to warn and inform residents on adverse weather conditions during this period, including Storm Gareth. In one 24 hour period Control Officers took around 140 calls to weather related incidents. Public advice was issued via social media on how to stay safe in high winds. Also in this period the Brigade was found to be the best fire and rescue services in the UK for using social media following research conducted by leading trade magazine PR week.

Code	Activity Required	End Date	Owner	Status	Comments
LSP45	<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	Head of Fire Safety	On Target 	<p>We are continuing to work with the telecare industry and housing providers to encourage linking automatic smoke detection to telecare systems. Partnership work continues with the UK Homecare Association – the Brigade produced an emollient factsheet and Fire Safety FAQs for its website and newsletter.</p> <p>The Brigade was nominated as finalists for the "Impact in Technology Enabled Care Team Award 2018". London Tech Week is in June 2019 – we are planning communications for staff and an event at HQ to increase awareness of assistive technology.</p> <p>The last funding as part of the Community Safety Investment Fund (CSIF) was allocated in March 2019 and an evaluation report will follow later in 2019 outlining all the successes to reduce fire risk for vulnerable people in London.</p>



Code	Activity Required	End Date	Owner	Status	Comments
<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	Head of Finance	On Target 	Discussions to identify possible opportunities for collaboration continue. A meeting has taken place with Greater Manchester Fire and Rescue Service to discuss financial management arrangements as part of the research for the project on the new finance system. Further meetings have taken place with the Local Pensions Partnership (LPP) to develop and improve arrangements for the pensions administration shared service, and also the future of the pensions administration has been discussed with the Local Pension Board and will look at collaboration opportunities.

Code	Activity Required	End Date	Owner	Status	Comments
LSP47	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	Head of Media and Internal Communication	On Target 	Communications activity this quarter has again included the promotion of events held at fire stations, through social media and other communication channels. An event was also held at Dockhead fire station in March where demonstrations of new fire hoods and drones were given to the Mayor of London and media including broadcasters ITV London and BBC London news. The pop-up museum continued to be used during this quarter to offer access to the Brigade's heritage collection. During the half-term period over 100 people learnt about the history of the Brigade and fire safety. In addition 461 children and adults visited through organised schools sessions as part of the museum's formal educational programme about the Great Fire of London.