

Decision title

Quarterly monitoring of Commitments in the London Safety Plan for 2019/20 – Quarter 1 (end June 2019)

Recommendation by
Assistant Director, Strategy and Risk

Decision Number
LFC-0227-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

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 June 2019, is provided within LFC-0227.

Decision

The London Fire Commissioner notes this report.

Dany Cotton QFSM
London Fire Commissioner



Date 12-09-2019

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LONDON FIRE BRIGADE

Report title

Quarterly monitoring of Commitments in the London Safety Plan for 2019/20 – Quarter 1 (end June 2019)

Report to

Commissioner's Board

Date

28 August 2019

Report by

Assistant Director, Strategy and Risk

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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 June 2019, is provided within this report.

Recommended decision

That the London Fire Commissioner notes this report.

Background

1. This is the quarter one monitoring report for 2019/2020(to end of June 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 April to June 2019/20 (Q1)

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 aerals 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 38 commitments that are active (three were closed, during quarter three 2018/19 and one during this quarter). The commitments are grouped by corporate aim.
5. Good progress is being made on the majority of commitments and 36 are currently on target. Two commitments are marked as off target (amber). These are:
 - a. LSP20 – Command units. Incident Command Operating System – LFB is to start the procurement of the software in August 2019. Work is required on the vehicle input base specification (what type of vehicle). Command unit IT refresh is currently underway. A possible solution has been identified to improve transition and receiving of fire survival guidance information.
 - b. LSP42 - Implementation of the Emergency Services Network (ESN) project. The Emergency Service Network (ESN) is being provided by the Home Office through its Emergency Services Mobile Communications Programme (ESMCP). For a number of reasons the programme is delayed and ESMCP are working with all emergency services including London Fire Brigade, to produce a revised plan to deliver ESN. For LFB it is estimated this will move transition from Airwave to ESN into early 2022. The Airwave contract has been extended to the end of 2022 with extensions possible beyond this. 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. 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. One commitment has been completed during quarter one 2019/20:

- a. LSP19 - Review of the aerial fleet. The review was completed earlier in 2018/19 and has now been approved by the LFC and the decision published.
- 7. Detailed progress commentaries (to the end of June 2019) have been provided by the lead officer for each of the LSP 2017 commitments in appendix 1.
- 8. At Commissioner's Board, 3 July 2019, it was requested that details of the reserves for LSP commitments are included in future reports. These are included in appendix 2.

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 quarterly monitoring report for 2019/20 – Quarter 1 (end June 2019) on these London Safety Plan (LSP) commitments.

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 development processes which support the production of the London Safety Plan.
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, sex, 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).
20. Appendix 6 of the London Safety Plan is the Equalities Analysis; it considers the impact and risk of our commitments on groups with protected characteristics, outlines the consultation process and proposes mitigation in relation to any negative impacts.


List of Appendices


Appendix	Title	Protective Marking
1.	LSP Commitments for Quarter 1 2019/20	Not Protectively Marked
2.	LSP Commitments and Use of Reserves	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.



Code	Activity Required	End Date	Owner	Status	Comments
Aim 1: Prevention & Protection					
<u>LSP1</u>	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	Head of Fire Safety	Completed 	Completed - Quarter 3 2018/19.


Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP2</u>	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	Head of Fire Safety	On Target		<p>We are continuing to work with Communications and Borough Commanders to utilise every opportunity to deliver fire and community safety messages externally. A new dedicated SharePoint site has been developed for new toolkits for Borough Commanders which stores all best practice toolkits and presentations across a range of community safety subjects 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.</p> <p>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 second 'Older Person's Forum' in July 2019 to actively engage with some of our P1 people, and will now build on this to become a regular event with this meeting focusing on dementia.</p>


Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP3</u>	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		Our work in this area is ongoing, we are working collaboratively with our Digital Team to design an online home fire safety visit (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.


Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP4</u>	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	Head of Fire Safety	On Target		We are continuing to actively campaign for safer standards for domestic refrigeration, which significant changes to international standards already being underway. We are also raising awareness and urging consumers to avoid buying plastic backed fridges and freezers that are still available on the market. We anticipate that the single Recall Database will be rolled out by the end of 2019. We are have been working with the Office of Product Safety and Standards' Science and Technical team on projects such as on appliance marking to allow the identification of white goods after a fire, in an effort to provide a deliverable and pragmatic solution 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 with other product safety areas including smart metering, home energy storage systems and electrical appliances (with a focus on white goods) connected to the internet.

Code	Activity Required	End Date	Owner	Status	Comments
<u>LSP5</u>	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	Head of Fire Safety	On Target 	<p>The Fire Safe and Well pilot is continuing to ensure we are targeting those most at risk. Figures to date (from April to June 2019) are:</p> <p>Total visits: 100</p> <p>Core Interventions:</p> <p>Winter Warmth referrals: 40</p> <p>Smoking Cessation referrals: 42</p> <p>Falls referrals: 13</p> <p>Social Isolation referrals: 14.</p> <p>The pilot is due to conclude in September 2019 at which point, it will be evaluated and an options paper produced in terms of future proposals.</p> <p>In addition to 'fire safe and well' visits, we have worked in partnership with NHS Blood and Transplant Services and hosted a total of four sessions 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>


Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP6</u>	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	Head of Fire Safety	On Target		Our partnership work with the Care Quality Commission (CQC) is ongoing. Following a meeting held in last quarter, officers have been working with the Health Team at GLA with plans to link in and promote joint work around childhood obesity and mental health.
<u>LSP8</u>	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	Head of Fire Safety	On Target		We continue to promote joint partnership working with strategic partners including the National Fire Sprinkler Network and British Automatic Fire Sprinkler Association (BAFSA).


Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP9</u>	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. Officers have submitted feedback to the Call for Evidence for the schools guidance document BB100. The document will improve the guidance and will increase the chances of sprinklers being installed in schools in the future. 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. The Brigade's position statement has been updated to reflect this.


Code	Activity Required	End Date	Owner	Status		Comments
LSP11	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 continues 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 working with our Digital Team to provide new or updated self help fire safety and salvage content that is aligned with English Heritage.


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>Work continues to improve our firefighter's knowledge of regulatory fire safety issues so that they have a better understanding of the risks within premises on their grounds. This schedule of training is on target to begin on 10 September. This will focus on fire fighters'/officers' underpinning knowledge of high rise buildings e.g. smoke detection, ventilation and other fire fighting measures including sprinkler systems, fire doors and removal of kitchen doors. We carried out an initial phase of piloting to identify the appropriate level of inspection/audit to be carried out by operational crews.</p> <p>In quarter three station staff will be trained in basic fire safety checks. The premises to be inspected are envisioned to be lower risk premises where the more technical aspects of fire safety legislation will not apply. This will be balanced against the requirement to make these inspections have meaning for firefighters and reduce risk.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP12/....</p> <p>Small shops with associated dwellings above - these premises can have high risk living accommodation due to insufficient or poor management, and maintenance of escape routes. Residential high-rise premises – classed as six floors and above, normally with rising mains and firefighting shafts. Single occupier small business – lock ups, railway arches and offices.</p> <p>Exemplar Operational Risk Database entries have now been created to standardise the entries on the database and to improve their quality. All borough commanders have now received these and alongside their station managers will cascade learning to their watch officers.</p>



Code	Activity Required	End Date	Owner	Status		Comments
LSP13	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	Head of Fire Safety	On Target		FSR Policy are continuing to work collaboratively with the NFCC and fire alarm industry contacts. This includes: a new national Connection Agreement has been adopted requiring alarm monitoring organisations to be third party accredited and compliant with standards; further, we continue to develop and seek to introduce, in due course, a bespoke monitoring connection standard that guarantees a FRS response to systems of proven reliability in design, installation, maintenance and management criteria.



Code	Activity Required	End Date	Owner	Status	Comments
Aim 2: Response & Resilience					
LSP14	<p>We will:</p> <ul style="list-style-type: none"> • Resource and develop the staffing of the new London Resilience Group (LRG). • Consider and adopt best practice in resilience both national and internationally. • Update the London Resilience risk register considering both national and London specific risks. 	31/03/2020	Head of London Resilience	On Target 	During 2019-20 quarter one recruiting has continued due to a number of staff changes resulting in four staff having started with the team and start dates are being agreed with a further two people. This will take LRG up to its full complement of staff in quarter two. There remain a number of staff on temporary positions due to external secondments, whilst this is in some cases providing good career enhancement opportunities through internal staff having the opportunity to act up it does create a position of instability in staff which we are working to reduce. In quarter one LRG has continued to further its work internationally with further development of the Europe-wide Counter Terrorism and Societal Resilience Project and engagement with international partners in the form of briefings and visits from international partners. The risk assessment process and policy remains current and to be fulfilled as part of the statutory duty fulfilment of LRG.



Code	Activity Required	End Date	Owner	Status	Comments
LSP15	<p>We will:</p> <ul style="list-style-type: none"> • Maintain our ability to respond to the requirements of national planning assumptions such as a marauding or multi-sited terror attack. • Increase our capability and capacity to respond to a broad range of terror attack methodologies, 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. 	31/03/2020	Head of Operational Resilience	On Target 	Work continues at pace to ensure that LFB stands prepared, trained and ready to respond with emergency services partners to the broad range of threats facing London and the UK. An Operational Resilience officer remains seconded to National Counter Terrorism Policing Headquarters (NCTPHQ) and other officers including the National Inter-agency Liaison officers (NILO) continue to work closely with CT Policing and other key 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 which will be documented in a revised PID.



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"> • 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. • Review the number of flood response teams we have. • Extend the provision of flood personal protective equipment for frontline crews to ensure we have sufficient stock to deal with flooding incidents. • Consider a recall to duty system for staff attached to Technical Hazmat stations. • Procure, store and mobilise flood prevention equipment in collaboration with local authorities and the Environment Agency to undertake flood prevention activities. • Use community safety activities to assist with flood awareness, preparation and to raise awareness of hazards associated with flood recovery activities. • Seek opportunities to work with insurance companies and the community to assist with the recovery after a flood. 	31/03/2020	Head of Operational Policy	On Target 	<p>The project is now 85 per cent complete with some minor outstanding deliverables. These are storage solutions to ensure a robust safe system of work for the deployment of flood barriers and the storing of all type B equipment at Brigade Distribution Centre (BDC) under the coordination of the recall support officer (RSO).</p> <p>One issue is still the recruitment of rescue recall responders, though the undated variation of contract has been presented to the FBU for consultation and a reply is required by the 18 July 2019.</p>


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"> • Considering the introduction of a Mass Casualty Response (MCR) onto FRU stations. • 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. • 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. • Reviewing the current locations and considering the possibility of co-locating FRU, RRT and Scientific Support Unit capabilities to support each other's functions. • Reviewing FRU and RRT stations current prevention activities and develop a range of activities that would better utilise their specialist skills and knowledge. 	31/03/2020	Head of Operational Policy	On Target 	A half day workshop was held to discuss the outcome of the review and gather the views of all FRU stations. These additional observations will be considered for the review report which will be available in August.



Code	Activity Required	End Date	Owner	Status	Comments
LSP19	<p>We will review our aerial fleet for potential service improvements and efficiencies. This will include:</p> <ul style="list-style-type: none"> • Considering designating them as front line vehicles, optimising their locations and setting an attendance standard for them. • Rationalising the aerial appliance skill sets. • Reviewing officer requirements on aerial appliances. • Considering whether or not they should be included within our initial response arrangements. 	31/03/2021	Head of Strategy and Risk	Completed 	The review was completed and has been approved by the LFC. The decision has now been published.
LSP20	<p>With regard to the Command Units we will:</p> <ul style="list-style-type: none"> • Improve the training provided to the staff that crew these vehicles. • 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. • 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. 	31/03/2020	Head of Operational Policy	Off Target 	<p>Incident Command Operating System - LFB is to start the procurement of the software in August 2019. Work is required on the vehicle input base specification (i.e. what type of vehicle). Command unit (CU) IT refresh is currently underway. The second CU due to be completed in August 2019.</p> <p>On-going gold server issues have been identified and are being worked on with ICT department.</p> <p>A review of all radio channels is starting in September to find solutions to identified issues.</p>


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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> <p>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.</p> <p>Proposals will be put to the LFC in quarter two 2019/20.</p>
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>New one, three and five day courses now being delivered. Written IEC examination managed by the team and allows continual QA and improvement of courses and training. Senior Officers Overview being rewritten to improve current course.</p> <p>Software is now in use which allows LFB to retain clinical data from CPR events giving the IEC team the opportunity to provide feedback to firefighters to improve CPR performance.</p>


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LSP24	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	Head of Operational Policy	On Target		Co-responding post pilot review completed. Report submitted to Safety and Assurance Directorate Board (SADB). Report outlining requirements for co-responding roll out across the Brigade is in draft. 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.
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 Operational Resilience	On Target		<p>We will continue to attend HEP working groups covering tunnel design, security and the proposed airport footprint. A third runway will be constructed by 2026 and the general expansion completed by 2050. Stations that respond to incidents at Heathrow will continue to train to meet the unique risks of Heathrow Airport, buildings under construction and fire fighting in tunnels.</p> <p>The Heathrow Airport Expansion Consultation runs until 13 September 2019 and LFB will take the opportunity to provide feedback on Heathrow's proposals for the future layout of the airport, including the new runway and other airport infrastructure such as terminals and road access.</p>


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LSP26	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	Head of Fire Stations	On Target		The expansion of firefighting capability on the boat continues to progress well. Colleagues from Operational Resilience and Special Operations Group (ORSOG) are core members of the Thames Protect Committee. National Inter Agency Liaison Officers (NILOs) hosted in ORSOG continue to support multi agency testing and exercising across a range of Maritime responses.
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.	31/03/2020	Chief Information Officer	Completed		Completed - Quarter 3 2018/19.


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LSP29	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	Head of Operational Resilience	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. The number, frequency and complexity of public planned and spontaneous events, demonstrations or incidents continues to grow. Recent additional challenges have been posed by the ongoing Brexit situation and climate change (Extinction Rebellion) protests which remain on going. Operational Resilience (OR) continues to engage with key partners and there is work on going in order to assess the impact of a major, protracted or a number of simultaneous incidents in order to plan and forecast effectively, taking into account that the nature of many events means it is difficult to identify and forecast indicative costs. OR continue to plan for the possibility of an increased level of potential public disorder and related incidents, given the current climate. These plans have been tested operationally in recent months with the President of the United States (POTUS) visit and multiple challenges from Extinction Rebellion protests.


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Aim 3: People & Resources						
<u>LSP30</u>	We will introduce a new structured approach to career succession and will continue to provide learning support for all staff.	31/03/2021	Head of People Services	On Target		The outcome of the first tranche of research to define a new Performance & Talent Philosophy Management Framework provided a series of key principles to create the foundations of a new approach to managing talent and performance in the organisation. The next phase which is to progress this work has now commenced and will be completed by the end of the year. The Learning Support policy has been agreed by the staff side following consultation and will be uploaded onto Hotwire by the end of July.
<u>LSP31</u>	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		Work has commenced to articulate the organisation's long-term strategic direction providing a foundation for both current and future leadership and will include interviews with a range of stakeholders. Options to progress the recommendations following earlier diagnostic work for a new Leadership Framework continue to be under discussion.


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<u>LSP32</u>	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		In addition to our accredited coaches and mentors, Fire fighter apprentices under the Apprenticeship Scheme are being supported by dedicated coaches appointed by our training provider Babcock. Their role is to ensure trainees progress through the apprenticeship and provide functional skills and awareness.


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	Head of Training and Professional Development	On Target 	<p>In preparation for the roll-out of the interim phase of the DaMOP (Development and Maintenance of Operational Professionalism) project on 01/07/19, significant changes to Station Diary were made to provide enhanced recording and assurance. This included; 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 tracking information 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. Existing training packages have now been updated and are available on Big Learning to support both training courses and DaMOP (Phase 1) for station based staff.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP33/.... Further enhancements to Big Learning and Station Diary are now being specified to support Phase 2 of DaMOP for Control, senior officers and specialist staff. Phase 2 is scheduled to be delivered in June 2020 on Big Learning. 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.
LSP34	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	Head of People Services	On Target 	As part of the strategic direction work referred to in LSP31. organisational values will be addressed and consideration will be given to how they are incorporated and embedded into policies, procedures and practices.

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	Head of Training and Professional Development	On Target 	<p>Firefighter development (FFD) and the two day firefighting course (known previously as breathing apparatus (BA) training) are subject to course review in 2019/20.</p> <p>Officers meet monthly to provide strategic direction and oversight of changes to course content. The changes required are currently being scoped by the relevant commissioning departments, Training and Professional Development department and Babcock.</p> <p>Amended training courses are expected to roll out in April 2020. Phase 1 of the DaMOP project was implemented on 1 July 2019. 20 core competency areas for FF-WM have been identified following stakeholder and staff engagement.</p> <p>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. During Phase 2, competencies will be developed for Control, senior officers, and specialist..</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP35/.... The full framework is scheduled for implementation in June 2020 and will incorporate lessons learned from the interim phases
LSP36	We will review our dynamic and intelligent operational training process to confirm, clarify and improve current arrangements by: <ul style="list-style-type: none"> • Creating a new Operational Improvement Board, • Establishing a single organisational Operational Improvement Plan, • Improving current incident monitoring reporting arrangements, • Developing a more robust audit function, • Establishing a reflective learning process for Incident Commanders, • Building in consideration of national fire service learning, • Confirming training commissioning and review arrangements to address lessons identified. 	31/03/2020	Head of Operational Policy	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.	30/09/2021	Head of Training and Professional Development	On Target 	<p>The Project Board approved a revised procurement strategy (a traditional single stage design and build approach) at the board meeting on 11 February. On 30 May, the Board agreed to appoint an external quantity surveyors and designers to progress the project to the end of RIBA Stage 3. They submitted a revised fee proposal based on a refurbishment of the existing PEG building, instead of constructing a new training block. A newly constructed six storey real fire training venue (RFTV) remains in scope. The estimated total cost of the project is £14.7m. The revised fee proposal is based on enhanced de-risking of the design, and greater cost certainty. The building programme has also been reduced in duration. The new training centre was due to open in 2022, but this has been brought forward to September 2021.</p> <p>This project is now reporting green as the project milestones have been re-baselined in line with the revised programme.</p>

Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP38</u>	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	Head of People Services	On Target		The Skills for Justice Awards (SfJA) have been procured as the End Point Assessment Organisation, who will deliver the independent assessment for trainee firefighters. LFB officers and Babcock are working with SfJA to ensure the assessment is aligned to LFB station-based development and Babcock training courses. Mock assessments and guides to help trainees and managers prepare for and pass the assessments are being produced. The first EPA is from April 2020. The viability and organisational alignment of further apprenticeship programmes for other staff groups continues to be 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"> • Reviewing our policies and procedures to ensure they are reflective of mental health wellbeing best practices; • 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; • 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; • 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; • 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. 	31/03/2021	Head of People Services	On Target		<p>LFB's MIND Blue Light Champions (BLCs) will be offered the opportunity to be trained as Mental Health First Aiders from late summer 2019. This will enable peer support to be provided to colleagues who may be experiencing mental health difficulties. LFB's staff mental health support group – United MINDs has continued to run events for staff and is set to hold its first conference on 8 October 2019, featuring a number of internal and external speakers with a focus on improving people's mental health. Work to explore the feasibility of introducing a dedicated Peer Trauma Support Group to support the work of Counselling and Trauma Services continues. It is anticipated that an initial report should be available by the end of 2019. LFB officers have participated in a number of meetings with the Royal Foundation Stakeholders Group aimed at developing wellbeing strategies best suited for helping First Responders deal with traumatic incidents.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP39/....</p> <p>LFB continues to work more closely with the Firefighters' Charity to ensure that both clinical and procedural matters are better aligned to ensure that the service provision to staff is effective and efficient. The possibilities of using the Firefighters' Charity resilience programme is also being explored, as is the idea of working with their Living Well Group focused on supporting retired fire service staff. Establishing a Welfare Coordination Group to bring together all departments within LFB and external to LFB (Firefighters Charity, Chaplaincy, Welfare Fund) to focus resources and efforts on staff wellbeing initiatives. CTS is contributing to the creation of a wider wellbeing strategy by identifying and progressing mental health initiatives to advance now inclusive of focused mental health awareness training for all LFB managers, the provision of resources and materials to the mental health page on LFB Wellworks, as well as to</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP39/.... LFB's policies team so that they are in a better position to be able to update people policies that need to reflect mental health matters, and also offering advice and guidance to LFB's occupational health provider about the need for more integrated mental health checks during Routine Periodic Medicals (RPM).

Code	Activity Required	End Date	Owner	Status	Comments
LSP40	<p>We will revise our estates strategy to:</p> <ul style="list-style-type: none"> • Invest in stations that present the best options for the future based on our modelling work. • Introduce a community ethos for all stations. • 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. • 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. 	31/03/2020	Head of Procurement/ Technical and Service Support	On Target 	<p>Planned refurbishments of Plumstead and Lambeth river station are at feasibility stage with outcomes expected during quarter two 2019/20 to inform both cost and concept design for subsequent LFC agreement.</p> <p>Progress on the rebuild of Edmonton fire station is delayed due to recent discovery of Edmonton station being locally listed. Progress will continue with feasibility and include planning risks/options and ensure LFC can prepare a solid business case on the preferred option with the local planners. The outcome of the development application for the redevelopment of 8 Albert Embankment providing a new fire station and LFB Museum as well as an agreed proportion of affordable housing is expected by early October 2019. A significant communications plan is in implementation to garner support.</p> <p>A market testing exercise to understand potential development for Whitechapel fire station will commence in September 2019. A concurrent market testing exercise following OJEU procurement process will also commence for Kentish Town fire station. LFC agreement will be sought on forward options.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP40/....</p> <p>LFC agreement to award contract to refurbish West Hampstead Cottages into single person's quarters for use by LFC staff is expected August 2019. Delays in achieving listed building and planning consent are expected to be resolved in the short term, allowing construction to commence and anticipated completion by spring 2020.</p> <p>A mapping exercise of respective MPS, LFB and LAS estates to explore blue light collaboration opportunities is due to commence.</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.</p> <p>Negotiations are ongoing to support a MPS Dedicated Ward Officer (DWO) hub within Purley fire station with further opportunities to be reviewed in the future.</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		Exploring collaboration opportunities remains a Procurement Department priority. The focus is to collaborate 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. GLA collaborative procurement strategy workshops are considering: collaborative procurement on all indirect categories, dialogue with suppliers to reduce cost drivers from pricing structures, more integrated working with pan London organisations to seek structural savings and improve engagement, review of business processes, organisational alignment and business change. A feasibility review is being conducted to determine the most effective method of organising the future GLA collaborative procurement approach - a full business case will be presented to the GLA Collaboration Board in December 2019. continued overleaf.../


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>As part of GLA collaborative procurement initiative a new contract has been awarded for Print Services and a number of procurement exercises are being conducted jointly with the Collaborative Procurement Team.</p> <p>A new contract under the collaborative NHS Shared Business framework for corporate travel management services has been approved and is in the process of being awarded. The Brigade have been using the Pan London ICT Framework, Lot 4 for a range of ICT goods and services which was tendered by Royal Borough of Kensington and Chelsea on behalf of the London Public Sector. The aim of the framework is to deliver best value to London's Public Sector through a catalogue price structure, faster cost effective procurement process and flexibility. The framework offers a catalogue of services approach by BT which is supported by a number of the market leading IT/Communications vendors.</p> <p>continued overleaf.../</p>


Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>This framework has offered an alternative route to market when there has not been a collaborative opportunity available via the GLA, or a suitable Crown Commercial Service (CCS) framework.</p> <p>The Brigade has provided its uniform and clothing requirements to the National Uniform Managed Service (NUMS) contract established by the Metropolitan Police Service. Negotiations are now being planned which include the development of the business case for governance approval, upon receipt of which the new arrangements will subsequently commence in April 2020.</p>


Code	Activity Required	End Date	Owner	Status		Comments
LSP42	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	Chief Information Officer	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. For a number of reasons the programme is delayed and ESMCP are working with all emergency services including London Fire Brigade, to produce a revised plan to deliver ESN. For LFB it is estimated this will move transition from Airwave to ESN into early 2022. The Airwave contract has been extended to the end of 2022 with extensions possible beyond this. 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. 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"> • 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. • Carry out consultation and engagement on safety and wellbeing proposals. • Focus on work related ill health. • Provide safety leadership at all levels. • Make greater use of technology - for accident (and near miss) reporting, action tracking, hazard notification and safety audits. 	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 significantly to 58 for the rolling 12 months to end of quarter one 2019/20 from 75 at the end of 2018/19. The number of road traffic collisions (469 against a target of 437) and the number of injuries from operational incidents have both reduced but targets are not being met (155 against a target of 122).</p> <p>Officers are reviewing the health impact of exposure to carcinogenic compounds and continue to make improvements to systems and equipment to reduce the risks to the health of staff. 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 is actively participating in research to better understand the risks to our staff.</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"> • The development of a new website and improved ways to interact with us online. • How we share information, using video and other digital platforms to reach and influence people at every age and from every background • 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. • Using interactive digital platforms that connect users with third-party resources and services, and stream personalised content on fire and wider community safety. 	31/03/2020	Head of Media and Internal Communication	On Target 	<p>During this period the Brigade continued to use all digital platforms, including its social media channels and the LFB website, to influence and increase public interaction on a wide range of news and issues. In quarter one this included further reach and engagement on the Brigade's electrical safety campaign (specifically its call for the office for Product Safety and Standards to take firmer action with manufacturers and welcome news of Whirlpool issuing a recall notice after three years of lobbying); calls for the public to stop using 999 inappropriately; weather related fire risk warnings; calls for carers to act with two thirds of fatalities involving vulnerable people receiving some form of care and news of the Brigade's plans for a new fire station and museum, with online tools available to support the planning application and contact MPs online.</p> <p>Internal communication channels including the blog were used to generate discussion on matters including Role to Rank and DaMOP (achieving 3,979 unique page views).</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					Continued from LSP44/.... Other internal communications issued using digital channels including May's breakfast briefing featuring updates on the Grenfell Tower Public Inquiry and HMICFRS inspection, and the launch of the HMICFRS online survey (generating 1,529 unique views and an average time spent on the page of 3:56 minutes). Digital communications were also used effectively to share news and generate public support on issues ranging from the Commissioner's announcement to retire to planning for Pride 2019. During this period a new LFB social media policy was finalised and reported to all departmental boards and Commissioner's Board.
LSP45	We will explore the use of innovative solutions to: <ul style="list-style-type: none"> • Detect and suppress a fire to support independent living in the home for our most vulnerable residents. • 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. 	31/03/2020	Head of Fire Safety	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 continues with the UK Homecare Association.

Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP46</u>	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		A further meeting was attended of the GLA Professional Services Working Group. A workshop on insurance was also agreed, and this has now taken place – with a key outcome being to continue and develop the networking between insurance professionals. The Systems Replacement Project Board has now been established and work identified to take this forward.

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 	<p>In April the Brigade celebrated the pop-up museum receiving a Hoop Award in recognition of going above and beyond to educate and inspire children. Shortlisting was based on popularity of the museum's listings on the Hoop app which promotes family activities and events. Over 100,000 votes were cast to choose winners.</p> <p>Following the submission of the 8 Albert Embankment planning application, work began to communicate the importance of the scheme to the Brigade for both a modernised fire station and a permanent home for the Brigade museum. As well as explaining plans of what the new development will offer, communications promoted ways for the public to contact Lambeth Council with their support.</p> <p>Rounding off a period raising the profile of the Brigade's heritage collection, museum curators organised a London History Day to complement Historic England's theme of Loss and Destruction. Over 300 people visited the pop-up museum on 31 May to learn about the fire service during the Blitz.</p>

LSP commitments and use of reserves

1. At Commissioner's Board, 3 July 2019, it was requested that details of the reserves for LSP commitments are included in future reports.
2. The table below is a summary of spend to date, approved use of reserves, and planned spend from the LSP reserve.

LSP funded Project/ Workstream	Budget Agreed	Increase in Reserve	Spend to Date¹	Approved Use of Reserves 19/20²	Planned Spend³	Total Spend	Budget Remaining
Cadet expansion (1)	150,000	0	131,610	0	0	131,610	18,390
Cadet expansion (2)	191,337	0	41,595	40,387	59,441	141,423	49,914
Fire Safe and Well Visits	660,000	0	425,632	185,000	0	610,632	49,368
Pilot of LIFE delivery	409,988	0	192,858	146,502	46,502	385,862	24,126
Firefighter technology project	673,000	100,000	0	0	773,000	773,000	0
Staff survey costs	55,000	0	54,660	0	0	54,660	340
UWFS team	375,000	0	0	167,353	207,647	375,000	0
IPMO team	262,000	0	0	0	262,000	262,000	0
Blue Light Secondary Schools Project	237,000	0	0	0	237,000	237,000	0
Total Allocated	3,013,325	100,000	846,355	539,242	1,585,590	2,971,187	142,138
Unallocated Funds	1,986,675						1,986,675
Total LSP Reserve	5,000,000	100,000	846,355	539,242	1,585,590	2,971,187	2,128,813

¹ Spend to date: Previous Years allocation

² Approved Use of Reserves 19/20: Gone through process and allocated to departments

³ Planned spend: Original plans minus items taken this year

LSP commitments and use of reserves**Cadet Expansion (1) and Cadet Expansion (2)**

LSP Implementation fund is being used for both the core running costs and to fund two further new cadet units, as per the LSP ambition to increase the number of cadet units available.

Fire Safe and Well Visits

One of the core deliverables in LFB's Community Health Strategy - Healthier Futures, is to undertake Fire, Safe and Well visits. Funds are to support the delivery of the Fire, Safe and Well pilots which were a commitment arising out of the LSP.

Pilot of LIFE Delivery

This funding was given to support an extension of the current LIFE programme specifically targeted at 11 to 13 year olds as part of an Early Intervention scheme designed to reduce offending rates and young people making decisions which lead them into gangs and other criminal activity.

Firefighter Technology Project

This project seeks to align LFB with other UK FRS's by introducing new-to-LFB technology for use on frontline appliances. This will provide an improved response in an increasingly complex built environment and will significantly improve firefighter safety in line with a 'Future Firefighter' concept.

A pilot of 11 stations was agreed at CMB in December 2017 to be funded from the LSP reserve. This is a 'proof of concept' phase. Strategic alignment with Aim 2: Response and Resilience – Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them. Improved service effectiveness, improved sustainability impact, and a safer and better place to work.

Please note that additional reserves, transferred from London Resilience, were added to this project.

Staff Survey Costs

Staff surveys have previously been funded from LSP Implementation Fund, this is a continuance of the funding for a second long staff survey, additional focus groups and delivery and analysis of main survey in October 2018.

Unwanted Fire Signals Team

The LSP included the target to "to improve fire safety management by reducing the number of attendances to false alarms from automatic systems in non-domestic buildings ". Following the decision to stop charging for our attendance at false alarms this pilot will help achieve this reduction. Funding given to support the recruitment of four Fire Safety Unwanted Fire Safety Reduction Officers.

Improvement Portfolio Management Office

A small team was established to determine the benefits of creating an Improvement Portfolio Management Office, funded through the LSP Implementation Fund. The outcome of that work was considered by the Commissioner's Board and it was subsequently agreed not to create a permanent team. There is no further funding requirement.

Blue Light Secondary Schools Project

Within the LSP there is both a commitment to establish the legal duty around partnership working between blue light services and implement the joint statement of strategic intent. In addition, there is a commitment under 'helping to make London safe' to target community safety work. As part of

LSP commitments and use of reserves

blue light collaboration it was collectively agreed by the three organisations to focus attention on the educational provision of each service and to integrate the services in secondary schools.