

Decision title

Quarterly Monitoring of Commitments in the London Safety Plan for 2018/19 – Quarter 3 (end-December 2018)

Recommendation by

Assistant Director for Strategy and Risk

Decision Number

LFC-0136-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 December 2018, is provided within report LFC-0136.

Decision

The London Fire Commissioner notes report LFC-0136, the 'Quarterly Monitoring of Commitments in the London Safety Plan for 2018/19 – Quarter 3 (end-December 2018)'.

Dany Cotton QFSM
London Fire Commissioner



Date 24-4-19.

Access to Information – Contact Officer

Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk

Report title

Quarterly Monitoring of Commitments in the London Safety Plan for 2018/19 – Quarter 3 (end December 2018)

Report to

Date

London Fire Commissioner

27 February 2019

Report by

Report number

Assistant Director Strategy and Risk

LFC-0136

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Not to be published

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 December 2018, is provided within this report.

Recommended decision

That the London Fire Commissioner notes this report.

Background

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

LSP (2017) Commitments – key highlights October to December 2018/19 (Q3)

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 39 commitments that are active (three have now been closed, during this quarter, see details below). The commitments are grouped by corporate aim.
5. Good progress is being made on the majority of commitments and 35 are currently on target (90 per cent). Four commitments are marked as off target (amber). These are:
 - a. LSP16 – Flood response capability. The Flood Enhancement Project is behind schedule. The equipment required for this project has been procured and 90 per cent has been delivered. This includes the delivery of five new emergency rescue boats. There is currently an issue with the Rescue Recall Responder contract which is being dealt with in partnership with General Counsel and the representative bodies.
 - b. LSP20 – Command units. Following the last Command Unit replacement project management board on the 17 December, Babcock Critical Services expressed reservations around purchasing and supporting the Incident Command Operating Software due to their lack of expertise within this area. Discussions are being held between Fleet and Contracts Management Group to resolve this issue.
 - 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-led programme is delivering ESN on an incremental basis with data capability becoming available before critical voice. It is estimated this will move transition from Airwave to ESN into the early 2020s for the Brigade. 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. The Emergency Services Mobile Communications Programme (ESMCP) is producing a plan for incremental delivery, which also includes extending the Airwave service until the end of 2022. A revised ESMCP Full Business Case which captures this re-planning work and updates the financial position should be available in March 2019.
6. Three commitments have been completed:

- 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. Detailed progress commentaries (to the end of December 2018) have been provided by the lead officer for each of the LSP 2017 commitments in appendix 1.

Finance comments

- 8. This report sets out progress against the commitment 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

- 9. 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

- 10. 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.
- 11. The production of a London Safety Plan is a requirement of the National Framework issued by the Secretary of State under section 21 of the Fire and Rescue Services Act 2004. Section 21(7) of the Act requires fire and rescue authorities to have regard to the Framework in carrying out their functions. The framework requires the London Fire Commissioner to have integrated risk action plans which are to be the subject of formal consultation.
- 12. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 13. By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). Paragraph (b) of Part 1 of the said direction requires the Commissioner to seek the prior approval of the Mayor before "[b] Approval of the final

proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999”.

14. This report provides the Commissioner with a quarterly monitoring for quarter three 2018/19 on the 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

Appendix	Title	Protective Marking
1.	LSP Commitments for Quarters 3 2018/19	Not Protectively Marked

Consultation

Name/role	Method consulted
Heads of Service with ownership of one or more commitments	Request to update progress on commitments on PMF system.
Safety and Assurance Directorate Board	13/02/2019 – Draft version of report
Corporate Services Directorate Board	19/02/2019 – Draft version of report
Operations Directorate Board	20/02/2019 – Draft version of report




LONDON FIRE BRIGADE

APPENDIX 1



Code	Activity Required	End Date	Owner	Status		Comments
Aim 1: Prevention & Protection						
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.	31/03/2020	Head of Fire Safety	Completed		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.
LSP2	We will look to work with partners and	31/03/2020	Head of Fire Safety	On Target		We are continuing to work with

	<p>communities to ensure we are delivering the right safety messages in the right way at the right times.</p>				<p>Communications and Borough Commanders to use 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 (priority) people, and will now build on this to become a regular event.</p>
--	---	--	--	--	---

Code	Activity Required	End Date	Owner	Status		Comments
LSP3	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		We have developed a new tool to support carers and care providers to identify risk and encourage referrals for home fire safety visits (HFSVs) – the Person Centred Fire Risk Assessment Checklist (PCFRA). A mailshot about the Checklist was sent to 2,000 care homes, care support charities and Local Authorities in June 2018 alongside risk information associated with healthcare equipment – oxygen, emollients, incontinence pads, and airflow mattresses. We are looking to enhance the PCFRA so that it becomes an online tool that people can use as a referral form in the future. In September 2018, we also piloted a continuous personal 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.

Code	Activity Required	End Date	Owner	Status	Comments
LSP4	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 the delivery of the single Recall Database and we currently anticipate this will be rolled out by the end of 2019. We 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.

Code	Activity Required	End Date	Owner	Status		Comments
LSP5	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 pilot is continuing to ensure we are targeting those most at risk. Figures to date (from October to end December) are:</p> <p>Total visits: 189,646</p> <p>Core Interventions: Winter Warmth referrals: 18,958</p> <p>Smoking Cessation referrals: 224</p> <p>Falls referrals: 9,722</p> <p>Social Isolation referrals: 9,134.</p>
LSP6	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		<p>Our partnership work with the Care Quality Commission (CQC) is ongoing, we are currently developing an MoU for sharing information about those in receipt of care, working to enhance the regulatory monitoring of care homes and supporting care providers to raise their standards. All our youth schemes provide an opportunity to raise awareness of wider partner messages and in quarter three this included knife crime, childhood obesity and road safety. A recent meeting was held between the health and youth team managers to discuss future collaboration opportunities.</p>

Code	Activity Required	End Date	Owner	Status	Comments
LSP8	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 highrisk 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) who we successfully hosted a joint seminar with on 30 October 2018. This event was attended by representatives from across the country and was a good opportunity to influence at a national level. There was a variety of inputs including a presentation on the effectiveness of sprinklers and the benefits of fitting automatic fire suppression systems in social housing.
LSP9	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	 The Brigade is heavily focused on collaboration and continues to develop, build and maintain mutually beneficial effective working relationships with a variety of partners. The Brigade 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 position statement has been updated to reflect this.

Code	Activity Required	End Date	Owner	Status		Comments
<u>LSP11</u>	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. We have recently agreed to share knowledge and find opportunities to collaborate with the Metropolitan Police Heritage team. Internally, we have been engaging the operational workforce during quarter three, to increase knowledge on the importance of salvage plans and raising the profile of this work across the organisation.
<u>LSP12</u>	We will train our station-based staff so they	31/03/2020	Head of Fire	On Target		This is a joint departmental initiative with Fire


	<p>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.</p>		<p>Stations</p>		<p>Stations and Fire Safety working closely together on this commitment. A TCAP (Training Commissioning and Alteration process) is progressing well and Babcock are designing three computer based training packages for station staff. The projected delivery date will be in quarter four 2018/19.</p> <p>One and a half days of trainer led training are also in development for roll out during June 2019. There is related work taking place regarding the Premises Risk Assessment/Fire Safety Check processes with expectations that a framework will be in place by end of April 2019. An IT solution will then be explored to enhance this process.</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	<p>Officers are continuing to work collaboratively with the National Fire Chiefs Council (NFCC) and fire alarm industry contacts to develop and introduce a AFA response standard. This will be based on the successful and long-standing security response standards developed by ACPO (now NPCC). 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.</p> <p>The London Fire Commissioner has recently approved a bid to the LSP Implementation Fund to:</p> <ul style="list-style-type: none"> • fund four 'Fire Alarm Systems Officers'; • provide related training and continued development of industry cooperative practices (including a nationally agreed connection standard). in order to support our approach to reducing the number of automatic fire alarms (AFAs) received. <p>In addition to this the LFC has also:</p> <ul style="list-style-type: none"> - Approved the revised cost recovery process (using the Reduction Team). - Approved the introduction of extended control filtering.



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	<p>Recruitment continues to be a priority within LRG and we have recently backfilled vacant posts through agency workers and are actively recruiting to a number of permanent posts as well as ensuring existing staff brought in on temporary contracts are being afforded permanent positions where suitable. A key element of the future planning will be to ensure diversity at all levels. We are also work on the staffing demand for Brexit work and have created an additional post and are examining the need for further posts dependant on the expected demand. Good work continues to explore the very best examples of City resilience around the world, with ongoing and helpful dialogue to share ideas and best practice. We have recently presented to a conference in Portugal and had guests from Stockholm attend one of our strategic summits to cultivate relationships with major European Cities. We are also leading a European Project entitled Counter Terrorism Preparedness and Societal Resilience which is due to report back its findings in November. We are also working closely with the Deputy Mayor for Fire and Resilience to support the recently launched 100 Resilient Cities Project in London.</p>

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 Paris style terrorist attack. • Increase our capability and capacity to respond to a broad range of terror attack methods (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. 	31/03/2020	Head of Operational Resilience	On Target		<p>Work continues to ensure that LFB stands prepared, trained and ready to respond to the broad range of threats facing our communities. The evolving theme amongst all partners is an ability to remain agile, and be prepared with limited resources to respond to a range of hybrid terror attack methodology, underpinned by rapid and strong command and control delivered by National Inter-agency Liaison officers (NILO) working closely (and in some cases embedded) with CT Policing and other agencies. Work is continuing on the MCR project and new delivery options are being identified and discussed in order to secure and implement a long term solution.</p>

Code	Activity Required	End Date	Owner	Status		Comments
LSP16	<p>We will review our flood response capability to:</p> <ul style="list-style-type: none"> 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. 	31/12/2018	Head of Operational Policy	Off Target		<p>The equipment required for this project has been ordered and 90 per cent of it has been delivered. This includes the delivery of five new emergency rescue boats (ERB) in the last month. There is currently an issue with the Rescue Recall Responder contract which is being dealt with in partnership with General Counsel and the representative bodies.</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	 <p>The suite of stakeholder meetings have been completed and a report compiling the outcomes from the consultation is currently in draft. Version 1 of the report is to be circulated to stakeholder panel by end of February to agree a way forward.</p>




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	On Target		A paper was submitted to the Commissioner's Board on 5 December 2018 with the outcome and recommendations from the review. The Board have agreed to the recommend that the report is approved by the LFC and the report will be published once the contract for the purchase of extended height aerals is in place.
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		Following the last Command Unit replacement project management board on the 17 December, Babcock Critical Services now have reservations around purchasing and supporting the Incident Command Operating Software due to their lack of expertise within this area. Discussions are being held between Fleet and Contracts Management Group to resolve this issue.

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		Following research with other services and consultation with a wide range of staff, officers are developing proposals. These currently focus on finding a flexible working solution for existing operational staff, exploring the current (limited) arrangements that the Brigade has already put in place for a number of staff. It was originally intended for the paper to go in quarter three to the Directorate Boards but has been delayed owing to other work. Further development is needed before the paper can be submitted to the Boards, however, it is anticipated that this will follow during quarter four.
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		On-going work streams to improve Immediate Emergency Care (IEC) provision and introduce co-responding are taking place should national agreement be reached.

Code	Activity Required	End Date	Owner	Status	Comments
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 (Corresponding) 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	<div></div> <p>A post pilot review has been conducted to collate all relevant information from the corresponding pilot, including data from the Central Operations Team who were responsible for the co-responding pilot. The data from the meeting, from Central Ops and that already held by the IEC team has been used to draft a co-responding post pilot review report which is currently out for peer review.</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>Heathrow Fire Station continues to collaborate fully with all aspects of Heathrow Airport London operational planning, community fire safety and training. Emergency Operators Group (EOG) meetings (chaired by Airport Emergency Contingency planners) are attended by Heathrow fire station SM and a member of Transport and Infrastructure group. They are also attended by Airport Fire and Rescue Service Senior Managers, Surrey Fire and Rescue manager, London Ambulance Service (LAS), Aviation Policing, Border Force, airline operators and other Heathrow Fire Safety managers. These meetings are used to discuss any incidents of note, training opportunities and also most recently to review the "Emergency Orders" manual which details each agencies response and responsibilities to different incident classifications that could occur at Heathrow.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP25/....</p> <p>The annual joint training programme with the Airport Fire and Rescue Service (AFRS) continues with session four of the five planned sessions. Session four is the “Extended Live Fire Exercises” (ELFEs) designed to realistically simulate an operational incident. The LFB took part in two desktop exercises.</p> <p>LFB Transport Group continue to liaise with the Heathrow Expansion Team and act as the primary contact and focal point for local authority fire services. Transport Group have recently been involved in discussions to finalise preliminary design options whilst promoting fire service interests and requirements. It is coordinating the Brigade’s response to technical and procedural questions from the project and providing access to specialist officers for advice. The expansion project currently comprises four proposed assembly / design options which are under evaluation. All emergency services are represented within this process. It is envisaged that as the project develops an embedded officer will be required to support the LFB’s requirements and to support the project’s demand for information and specialist knowledge.</p>

Code	Activity Required	End Date	Owner	Status		Comments
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		Crews have been engaged in collaboration with partner agencies for the winter water safety campaigns and the New Year's Eve major event. We have been working with the internal drone team who have demonstrated capabilities for search and rescue on the Thames with the marine police and RNLI units made aware of the asset now available during incidents.
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		The Local Assessment of Risk has been updated with 2017 data, including the postcode tool available on the LFB website, and this was available in September 2018. This is now business as usual. The Assessment of Local Risks (AoLR) will be refreshed every year.
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 multiagency 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.

Code	Activity Required	End Date	Owner	Status		Comments
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		Work has commenced to research and define a new Talent Management Framework and a new appraisal system that will aim to foster positive conversations around career potential. The Talent team continue to review the processes for recording operational competencies with a view to streamlining the pathway between roles against National Operational Standards. The new talent and appraisal systems will also focus on FRS opportunities, facilitating personal development plans for staff and succession plans for FRS posts. Learning support, coaching and mentoring and the inclusion team will work alongside these functions to ensure fair and transparent processes are implemented and ensure staff can work to their full potential.

Code	Activity Required	End Date	Owner	Status		Comments
LSP31	We will draw the work outlined in the	31/03/2020	Head of	On Target		The People Plan has now been superseded by

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.

People Services

the need to develop a comprehensive People Strategy following implementation of the People Services Review in 2018. The aim of the Strategy will be to ensure people related services work together to support the delivery of the Brigade's objectives and that staff and managers experience a professional, consistent and high quality service.

The intention remains to produce a Strategy but before it can be developed, the current focus is to progress principles and direction of travel on a number of key work streams such as leadership, individual performance management, talent and Inclusion which will all be critical to supporting the Strategy. Progress to date is as follows:

A review of the Brigade's appraisal system is underway to address performance and develop our people to be the best they can be, by facilitating career conversations. A consultant has now been appointed to conduct initial research into staff appraisals and this work will feed into and work alongside the Talent Management framework.

continued overleaf.../

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP31/....</p> <p>Work continues to embed Inclusion within employment and the Cultural Change Team have worked alongside the Employers Network for Equality and Inclusion (ENEI) to deliver workshops on unconscious bias to key groups. The diagnostic work is near completion for a new leadership framework, which included conducting workshops with key stakeholders to identify leadership themes. The findings are to be reported in February and recommendations will be made in March to Corporate Services Directorate Board. The NFCC draft leadership framework will also inform leadership development.</p>

Code	Activity Required	End Date	Owner	Status		Comments
LSP32	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		<p>A cohort of accredited coaches and mentors have been trained and are now providing this function to a number of staff. These coaches will support the leadership and talent frameworks for operational and non operational staff. Officers are developing external secondments opportunities with the Met, Foreign Office and the College of Policing. Following approval from the Commissioner's Corporate Management Team, the Brigade is aiming to offer short term / part time secondments internally. In addition a firefighter Apprenticeship Scheme has been introduced and Apprentices will be supported by dedicated coaches appointed by Babcock.</p>

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		Single sign-on for Big Learning was delivered in quarter two. A search facility and new landing page was delivered in quarter three. Specifications for further enhancements to Big Learning and to Station Diary to improve the user experience and enhance monitoring and reporting of the new framework are being developed as part of phase one (interim) of the Development and Maintenance of Operational Professionalism (DaMOP) project scheduled for delivery in quarter one 2019. Enhancements will continue to be identified and delivered as part of the full roll out of the new framework in quarter one 2020.
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		The Cultural Change Team have worked with other fire and rescue services to feed into the new NFCC national behavioural framework. Consideration of the NFCC work and the findings of the leadership and talent research will be incorporated into an LFB behavioural framework. Once agreed, the behaviours will be incorporated into person specifications, assessments for recruitment/promotion, career conversations and linked to training and development activities.

Code	Activity Required	End Date	Owner	Status		Comments
LSP35	We will make a commitment to secure the continual training, assessment and development of our firefighters to ensure they can deal with incidents safely.	31/03/2020	Head of Training and Professional Development	On Target		A firefighter development (FFD) TCAP board meets monthly to provide strategic direction and oversight of changes to course content. A breathing apparatus (BA) TCAP board meets monthly. The two-day and one-day BA courses are currently being reviewed. Course content will be updated and amended courses expected to be delivered in quarter one 2019/20. As part of phase one (interim) of the DaMOP project a competency mapping and gap analysis exercise has been undertaken in addition to research to identify notable practice within other fire and rescue services and organisations. From this work, 21 key operational competency areas for watch-based staff have been identified and approved by the Project Board following a staff engagement exercise. Delivery of phase one (interim) of the new DaMOP framework is scheduled for quarter one 2019. Work has commenced on the competency mapping for supervisory managers, middle managers, and competency mapping for control staff will commence in quarter four.

Code	Activity Required	End Date	Owner	Status	Comments
LSP36	<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"> • 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	<p>The Operational Improvement Process went live in December 2018, with a schedule of Operational Professionalism Board meetings programmed in 2019. All Grenfell Tower Investigation and Review Team (GTIRT) issues are being passed through this process.</p>

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		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 change, the project is rated as amber. 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.
LSP38	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		Firefighter Apprenticeships have now commenced and the first cohorts will be going to fire stations in February 2019. The development of the Gateway and End Point Assessments are underway. Officers continue to look at other opportunities where apprenticeships could be offered across the Brigade, including Fire Safety and Control. Apprenticeships now form part of the Talent Management Framework.

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>Officers are progressing discussions with our occupational health provider regarding the inclusion of specific mental health screening and signposting to treatment when appropriate, at routine periodic medicals so as to make this process more inclusive of mental health and wellbeing. Information from MIND is being used to further populate the wellbeing pages of LFB Well Works (available on desktops and mobile phones) focusing on psychological health. Funding has been identified to train all current and future LFB Blue Light Champions. These volunteers will be trained at least to a level of Mental Health First Aid Certificate. When trained, the champions will be better equipped to provide informal and immediate support / signposting to colleagues struggling with mental health.</p> <p>Work has progressed with our training providers towards providing a desktop computer based training programme available to all employees to raise awareness and understanding of all mental health conditions.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP39/....</p> <p>A training package aimed at assisting managers to recognise and manage stress, anxiety and depression is also progressing. Counselling and Trauma Service Group is actively involved with progressing the design and roll out of a peer trauma service network within LFB. Volunteers trained specifically in trauma will support operational staff at fire stations, following attendance at critical or major incidents.</p>

Code	Activity Required	End Date	Owner	Status		Comments
LSP40	<p>We will revise our estates strategy to:</p> <ul style="list-style-type: none"> 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>Officers continue to review the property estate and have identified a number of sites for investment in line with the Asset Management Plan 2017, taking into consideration modelling work and development opportunities. Options covering the refurbishment/rebuild of Edmonton, Plumstead and the Lambeth river station are being drawn up for officer discussion and feasibility studies will be completed for these three stations in 2019/20. These include provisions for community engagement space and where possible single persons quarters. Kentish Town and Whitechapel have been identified as sites with re-development potential. Reports on both stations have been presented to Commissioner's Board for agreement to conduct a market testing exercise. Approval was granted at Resources Committee September 2017 for the refurbishment of the existing four West Hampstead cottages into single persons quarters for use by LFB staff to support key worker housing challenges in London.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP40/....</p> <p>Our property consultants have submitted an application to LB Camden regarding listed building consent, parallel to going out to tender for the works. Work is expected to start early summer 2019.</p> <p>The developer is currently in the process of re-designing a scheme for 8 Albert Embankment which will include a new fire station and museum. Planning permission was due to be submitted in September 2018, but this has now been pushed back to March 2019 due to ongoing discussions regarding viability.</p>


Code	Activity Required	End Date	Owner	Status	Comments
LSP41	We will look to explore the potential for other shared service arrangements to ensure that we offer the best value for money to the public.	31/03/2020	Head of Procurement/ Technical and Service Support	On Target	<div></div> <p>Exploring collaboration opportunities remains a priority for the Procurement Department. Since the last update, we are able to report collaboration activity with a wide variety of collaboration partners. These include engaging with the other functional bodies within the Greater London Authority (GLA) through the Collaborative Procurement Team, the Fire and Rescue Service (FRS) sector, the wider emergency services sector, London Local Authorities and NHS London. As part of the GLA collaborative procurement initiative, a number of procurement exercises are being conducted jointly with the Collaborative Procurement Team. These include Print Services, Temporary Labour and Stationery. Temporary Labour is currently in the preprocurement stage with a rigorous appraisal of options completed. The procurement will now move into writing the collaborative specification and selecting the optimum procurement route. The Print Services contract is in the final stages of the award process.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
------	-------------------	----------	-------	--------	----------


					<p>Continued from LSP41/....</p> <p>The London Fire Commissioner is currently seeking authority to award a contract for the provision of Information and Library Services, which will be a managed service provided to the GLA. The Brigade has led the tendering process on behalf of the GLA for this procurement. Other areas under review include Legal Services, Occupational Health, and Management Consultancy . The Brigade is working with DHL (the service provider) with the intention of joining the National Uniform Managed Service (NUMS) contract established by the MPS. A project board has been established, and the Brigade is currently providing the necessary data relating to our uniform requirements to allow DHL to provide a costed proposal for delivering the service. Their proposal is due to be submitted to the LFB in June. The London Energy Project conducted a further competition under the Crown Commercial Services framework to aggregate the usage of fresh water and sewerage requirements of the NHS and 36 authorities across London to achieve leverage within the wholesale market.</p> <p>continued overleaf.../</p>
--	--	--	--	--	---

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>The aggregated requirement is worth approximately £20 million per year. The Brigade joined a collaboration for Fuel Cards and Associated Services which was managed by Crown Commercial Service on behalf of UK Police Authorities, all UK FRs and the UK ambulance services,, led by the Joint Procurement Service for Surrey and Sussex Police. The evaluation is in its final phase and due to be awarded in February. The Brigade and the LAS have collaboratively procured a Service Desk tool, which will serve both authorities' ICT end users. This is currently at implementation stage for LAS , who will complete full implementation by the end of March 2019. The installation has taken place for LAS and they will start parallel running with their legacy system in early February. At this point the Brigade will start installation, and follow with parallel running, and ultimately full implementation.</p> <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP41/....</p> <p>A procurement is currently ongoing to allow the sharing of resource and location data of appliances with Surrey FRS, which is one of our neighbouring brigades. Upon completion of the tender a pilot scheme will commence. The results of the scheme will be monitored to review if consideration should be given to extending this capability to other brigades.</p> <p>A project board is being set up for the procurement of Fireground Radios. The project is in the early stages. There has been interest from other brigades, who may potentially join the procurement if the alignment of timescales can be achieved.</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	 <p>The Emergency Service Network (ESN) is being provided by the Home Office through its Emergency Services Mobile Communications Programme (ESMCP). It will deliver critical voice and data services for all emergency services replacing the existing Airwave radio service. The Home Office programme are delivering ESN on an incremental basis with data capability being available before critical voice. For LFB it is estimated this will move transition from Airwave to ESN into the early 2020s. 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 NFCC are involved in this process. A revised ESMCP Full Business Case which captures this re-planning work and updates the financial position should be available in March 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.</p>


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. The 'injuries from operational incidents' target is not being met (149 versus a target of 135) but has been steadily decreasing since the highpoint after the Grenfell Tower fire. Officers are reviewing the health impact of exposure to carcinogenic compounds and how 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. The Brigade is actively participating in research to better understand the risks to our staff.</p> <p>continued overleaf.../</p>
------------------------------	---	------------	----------------------------------	-----------	---	--

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP43/....</p> <p>As part of a strategy to manage occupational road risk and prevent and/or reduce injuries to staff during road traffic collisions, officers will shortly be initiating a seatbelt 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 trialled for use with safety audits and offers an opportunity to streamline the audit reporting process and to improve monitoring of audit action plans.</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>In quarter three digital communications were used for a variety of communication purposes which can be grouped as follows:</p> <ol style="list-style-type: none"> 1. Incident information including specialist rescue from an underground car parking flood in Hackney; the rescue of seven adults, five children and an infant from a fire in Shepherds Bush and the rescue of two adults and two children from a fire in Dagenham caused by candles. 2. The launch of new LFB resources including fire escape hoods which featured an instructional film produced by the communications department on how the equipment is used. This was a high profile period with other resources launched including new Personal Protective Equipment and the LFB drones pilot. All communications were considered in light of the ongoing Public Inquiry into the Grenfell Tower fire. <p>continued overleaf.../</p>

Code	Activity Required	End Date	Owner	Status	Comments
					<p>Continued from LSP44/....</p> <p>3. Important anniversaries including the annual service of remembrance, the FBU centenary and the 30 year anniversary of the Clapham train crash were promoted on all digital channels.</p> <p>4. The promotion of fire station events and the LSP objective to open up fire stations included a careers day held at Hillingdon fire station, a Silver Sunday dance event at Sidcup fire station and the many Christmas lunch events organised by fire stations across the capital.</p> <p>5. Fire safety messaging including the LFB position on the Government's building fire safety reforms and the LFB health and care conference. A wide range of content was produced for Diwali, Bonfire Night, Halloween and finally advice for a safe Christmas. In December Commissioner's Board also approved a social media survey, which will conclude in quarter four and is expected to include a new social media policy and report on the effectiveness of LFB channels.</p>

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"> • 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	 <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 – LFB produced an emollient factsheet and Fire Safety FAQs for its website and newsletter. LFB were also nominated as finalists for the “Impact in Technology Enabled Care Team Award 2018”. In December 2018, the Brigade held the first meeting of an Older People’s Forum, a consultative forum to get residents views on how we can tailor fire safety prevention work and services for this age group. The Brigade also held its first Dementia Forum for staff to try and coordinate services within the Brigade to make it a dementia friendly organisation.</p>

Code	Activity Required	End Date	Owner	Status		Comments
LSP46	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. Meetings have taken place with West Midlands and Kent FRSS to discuss their financial management arrangements as part of the research for the project on the new finance system. An initial meeting has taken place with the LAS to discuss financial management, and investigate any possible opportunities for collaboration. Further meetings have taken place with the Local Pensions Partnership (LPP) to develop and improvement arrangements for the pensions administration shared service. There have been further meetings with fire and rescue service colleagues to develop a collaborative response to financial issues, including funding reviews and pensions estimates.

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	<div></div> <p>Key activity for this period has included advising the Opening Up Fire Stations Project Board on brand and cost considerations for signage requirements, staff communications and online booking considerations (initially for staff and eventually the public via the LFB website). As described separately under the LSP commitment to utilise social media, all LFB digital channels have been used to publicise fire station events, open days and special occasions, generating constantly positive engagement. LFB Museum curators have continued to run the Key Stage 1 formal educational programme from the LFB Popup Museum and in 2018 over 1,100 people visited as part of an organised school session. The interactive Great Fire of London sessions, included a story by a professional actor, handling of historical objects and fire safety activities. To encourage more schools to visit from the local community free places were offered to schools located in the borough of Lambeth. This encouraged over 250 visitors from Lambeth schools during the autumn term.</p>

