



Project Initiation Document

Project Name: Revalidation Of Incident Command

Completed By:	DAC Peter Critchell
Project Sponsor:	Deputy Commissioner Safety and Assurance- Richard Mills
Project Manager:	DAC Peter Critchell
Priority:	1
Governance:	B

Document Version History		
Version Number	Date	Summary of Changes
3.0	2 April 2019	PID reviewed and updated throughout

Distribution List		
Name	Title/Role	Issue Date
Richard Mills	Deputy Commissioner Safety & Assurance	2 April 2019
Andrew Roe	AC Fire Stations	
Peter Critchell	DAC – Ops Policy & Assurance – Incident Command	
Adrian Bloomfield	Head of Finance – Budget	
Emma Sinclair	PMO Manager	
Peter Groves	Assistant Director Training & Professional Development	
Julian Martin	Chief Information Officer	
Dom Ellis	AC Operational Policy & Assurance	

Background/Context

One of the most significant corporate risks is recognised as the occurrence of a death or serious injury as a result of our staff not operating a safe system of work (CRR1). This is a theme echoed during the Staff Engagement Phase 1 workshops, where when asked *‘What has the most impact on making London safe?’*, staff commonly responded *‘competence of staff’* and *‘ensuring they are assessed correctly’*.

London Fire Brigade (LFB) have been clear in their commitment to Firefighter safety, which is a key aim in the fifth London Safety Plan. This has been further demonstrated with the appointment of a Deputy Commissioner Safety and Assurance. LFB have consistently led and invested in work to drive operational effectiveness and advance the future of incident command. A process to ensure the revalidation of incident command competence will serve as a key control measure for CRR1, supporting firefighter safety by ensuring that the Brigade is satisfied and has the necessary evidence of the ongoing competency of those making risk critical command decisions.

Incident Commanders are expected to work in challenging and highly pressured situations. The responsibility of employers to prepare incident commanders to operate in such environments effectively and safely has been heavily emphasised by the Health and Safety Executive in *‘Striking the Balance between operational and health and safety duties in the Fire and Rescue Service’*. The importance of ensuring command development and competence is clear, with this document recognising that the quality of the decision making at an incident illustrates whether individuals have been adequately prepared by the Service.

Over recent years, the number of incidents attended has fallen. At the same time the management of emergencies has become more demanding and complex as a result of the introduction of the Civil Contingencies Act 2004, the introduction of Local Resilience Forum, the designation of a wider range of agencies as Category 1 and 2 responders and the requirement upon emergency services to operate more collaboratively both in the preparation and planning for emergencies and during the response to them.

There is considerable public and legal scrutiny into the way in which incidents are dealt with. Formal scrutiny may come from a number of quarters, including the Health and Safety Executive, Fire investigators acting for loss adjusters, as well as judicial enquiries. Scrutiny of command competence and/or command decisions has been applied to Fire and Rescue Services following several high profile incidents. This includes recent incidents involving Firefighter fatalities¹ and other serious incidents involving deaths of members of the public². It is important therefore that the Brigade can demonstrate that individuals have been adequately prepared and are competent.

A formalised and recognised process to revalidate individuals to practice incident command will help to ensure that consistent standards of maintenance of competence are applied to incident commanders. The implementation of such systems to ‘revalidate’ command competence varies across the UK, although typically involves a formal validation every 18-24 months.

This project will deliver the implementation of a process for the revalidation of incident command within LFB that will provide organisational assurance that officers are performing incident command at the required level. It will also provide an auditable trail of incident command practice and development, and encourages continuous improvement through the uptake of professional development opportunities.

¹ Harrow Court, Hertfordshire (2005); Marlie Farm, East Sussex (2006); Atherstone-on-Stour, Warwickshire (2007); Balmoral Bar, Strathclyde (2009)

² London Bombings, London (2005); Galston Mine Incident, Strathclyde (2008); Lakanal House, London (2009)

Project Initiation Document

Project Objective

This project will deliver the implementation of:

- A knowledge test – to ensure an officers technical and procedural knowledge is at an appropriate level and is current;
- An incident command exercise – to demonstrate that the appropriate level of command skills are maintained and that technical knowledge can be applied; and
- Logging Continuous Professional Development activity demonstrate the consistent application of command knowledge and skills in the workplace, including a minimum number of command hours.

Strategic Alignment (what strategic aim will this project deliver to?)

AIM 2: Response and resilience

- Planning and preparing for emergencies that may happen and making a high quality, effective and resilient response to them.

Aim 3: People and Resources

- Developing and training our staff to their full potential, at the same time transforming the brigade so that it is a place where people want to work, and have the opportunity to influence how we work.

Please complete high level benefits below.

For each benefit a full Benefit Profile document will be required as per Appendix 3.

A blank Benefit Profile Template and Guidance can be found [here](#) under Project Planning.

Benefit Category (Appendix 1)	Benefit Description
Continuity of operations	To confirm all officers (level 1-4) are assessed every 2 years (knowledge check and incident command exercise) to confirm that their knowledge and skills meet the required standard to provide corporate reassurance. The standards will be determined by the Incident Command Policy team and a delegate will have met the standard or not. Where a delegate has not met the standard a personal development plan (PDP) will be initiated.
Improved service effectiveness	Regularly reviewing officer knowledge and skills will guarantee that the very best service standards are met and will reduce the risk to crews who work in risk critical conditions. This will ensure an effective service.
Efficient resource utilisation	The project will help to maintain a well trained and assessed group of operational staff, following their revalidation exercise every 2 years, who are responsible for keeping appliances on the run and providing fire cover that is required to maintain the best operational capability to London. To not have this in place would be a detriment and a loss to operational cover and would increase the risk to staff and the communities of London.
A safer and better place to work	Revalidation of incident command - This process explicitly requires the maintenance of CPD logs in relation to incident command, and also encourages the uptake of command

Project Initiation Document

	development opportunities with a minimum number of hours of development specified. CPD underpins key knowledge and skills therefore reducing the risk of injury to operational staff.
Enhanced relationships	Ensuring that staff are regularly revalidated and are deemed to have met the required standard will ensure that officers are best prepared to maintain and develop positive relationships with their staff and enhance liaisons with external agencies as and when required.

In Scope

The implementation of the recommendations outlined in the Revalidation of Incident Command paper, circulated during 2015 and approved by the Corporate Management Board on 16 December 2015. This includes:

- Implementation of a knowledge test for all levels of incident commander
- Implementation of Incident Command exercises for all levels of incident commander
- Implementation of CPD logs and a minimum number of incident command hours for all levels of incident commander
- Implementation of an Incident Command Development Panel (ICDP)
- Use of revalidation process to achieve command competence at next command level in order to replace the operational element of recruitment processes

Out of Scope

Incident command policy changes

Stakeholders

Commissioners Group

Deputy Commissioner Safety and Assurance
Project Sponsor

Assistant Commissioner Operational Policy and Assurance
Project Executive

Deputy Commissioner of Operations
Officer & Rota Impact

Assistant Director Training and Professional Development
Training provider contact
Update & review applicable existing policies

Head of Operational Review Team
Policy lead

Trade Unions
RB Engagement for FBU, FOA and Prospect

Project Initiation Document

Chief Information Officer

ICT implications for administration of knowledge test and recording of CPD logs

Assistant Director Communications

Communications plan for the introduction of the revalidation process

Corporate Programme Management Office (PMO)

Project assurance.

Critical Success Factors

- Regular assessment of level 1 – 4 incident commanders on a 2 yearly basis
- Increase knowledge and skills of level 1-4 incident commanders
- Increased corporate audibility and recording of level 1-4 incident commanders hours

Project Deliverables

- Implementation of a knowledge test for all levels of incident commander.
- Implementation of Incident Command exercises for all levels of incident commander.
- Implementation of CPD logs and a minimum number of incident command hours for all levels of incident commander.
- Implementation of an Incident Command Development Panel.

Anticipated Costs

Project Costs

Description	Cost (£)
Identified cost following meetings with Babcock (Level 2)	20.525
Changes to ICL – following meetings with IT	6.000
Total (costs identified so far – April 2019)	£ 26.525

Project Budget Management

On-going Costs (post project)

Description	Cost (£)
There will be future costs on costs for Level 2	At present there are no means of determining when exact figures will be known.
Total	£ 26.525 (minimum)

Post Project Budget Management

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High Level Risks

- Babcock unable to facilitate the extra requirement for additional Level 2 courses
- Unidentified costs that are required to facilitate project progression
- Not establishing a reliable and fit for purpose system that deals with the recording and transfer of delegate information between LFB and Babcock

Timescales

CPD logging and minimum command hours on ICL : June 2019
 Knowledge test and incident command exercise: Pilot for level 1 –June 2019
 Knowledge test and incident command exercise: Pilot for level 2– September 2019
 Full implementation of level 1 – Oct 2019
 Full implementation of level 2 –Jan 2020
 Level 3 - TBC

Milestones

Description	Dates where known
Establishment of cross-directorate implementation group	Project Board initiated in Nov 2018 Stakeholder groups called as and when required.
Review SoTR for 19/20 in relation to incident command exercise	Initiated Nov 2019 - ongoing
Revised Level 1 to be piloted, to include 'confirmation of skills' element.	June 2019
Develop schedule of CPD for incident command, including quarterly Incident Command seminars. This to be progressed via (DAMoP)	Work commenced Jan 2019, projects now sits with DAMoP for senior officers
Update on progress of implementation	From May 2018 - Reported monthly on status updates
Draft policy for revalidation of command competence to be produced.	Completed Jan 2019- now progressing through IR machinery
Guidance on logging of CPD to be produced	Draft document on ICL completed May 2018
Results of pilot revalidation process using selected commanders, and update on progress of implementation.	June & September 2019
Commence a phased implementation of incident Command revalidation process. Encourage a soft target of command hours to be fully implemented later.	January 2020
Implement the minimum command hours and the use of CPD logs via the incident command log	June 2019

Constraints

Time

Project Initiation Document

Pilot of CPD logging and minimum command hours on ICL : May 2019

Knowledge test and incident command exercise: Pilot for level 1 – June 2019

Knowledge test and incident command exercise: Pilot for level 2– September 2019

Full implementation of level 1 – Oct 2019

Full implementation of level 2 –Jan 2020

Level 3 - TBC

Cost

Identified so far.

As above – 6K for upgrade to ICL

Babcock (Level 2)additional training days £20,525

Quality

Staff will still adhere to extant methods for approval of policies and change projects.

The revalidation process will encourage the uptake of command development as well as providing a measure of assurance for command competence, thereby improving the quality of incident command.

Priority

Show the priority of constraints for project based on level of importance with 1 being highest priority and 3 being lowest priority.

1 = Quality

2 =Time

3 =Cost

Dependencies

- Securing support from trade unions – FBU, FOA and Prospect
- Integration and support of Role2Rank project
- Understanding impact or conflicts that may arise from DAMoP project
- Heads of service support for staff to support stakeholder meetings when required

Assumptions

Departments will support officer time following revalidation and provide support and PDP when required

All stakeholders will actively engage to support project progression and delivery

Collaboration

Throughout the life of the project with Babcock

Approach

The project will be delivered following pilots and reviews in incremental stages before it is fully rolled out.

Incident Command Exercises and knowledge tests will be developed in conjunction with Babcock.

Project Initiation Document

Organisation	
Project Board	
-	Chair: Deputy Commissioner Safety and Assurance – Richard Mills
-	Incident Command Policy & Assurance – DAC Peter Critchell
-	AC Fire Stations – Andy Roe
-	AC Operational policy and Assurance – Dom Ellis
-	Asst Director Training & Professional Development – Peter Groves
-	Asst Director Finance – Adrian Bloomfield
-	Corporate Programme Management Office (PMO) – Emma Sinclair
-	Chief Information Officer – Julian Martin
-	Central Operations - DAC Adrian Fenton
Project Team(s)	
As and when required.	
Work Streams/Groups/Other	
LMS workstream	
Training Stakeholder Group (TSG)	

Project Impact Assessments		
These areas may have a significant impact on your project planning so it is important that the representatives below are contacted during the development of this document.		
Area	Contact	Outcome of review/Planned action
Sustainable Development Impact Assessment (SDIA)	Nicole Fletcher/Jennifer Porter	Noted – no action – to be monitored. Document in impact assessment folder
Equalities Impact Assessment (EIA)	Paul Davies	Noted – no action – to be monitored. Document in impact assessment folder
Health and Safety Impact Assessment (HSWIA)	Benoit Charriere	Noted – no action – to be monitored. Document in impact assessment folder
Training Impact Assessment (TIA)	Emma Carr	Noted – no action – to be monitored.
Data Protection Impact Assessment (DPIA)	Andy Mobbs	Noted – no action – to be monitored. Document in impact assessment folder.

Please reference the agreed signed off business case and supplementary documents		
Document	Version	Location /Appendix Number

Signatures			
Project Manager:	Peter Critchell	Print Name	Signed copy in revalidation folder
Date: 5 April 2019			
Project Sponsor:	Richard Mills	Print Name	Signed copy in revalidation



LONDON FIRE BRIGADE

Project Initiation Document

			folder
Date: 12 June 2019			
PMO:	Emma Sinclair	Print Name	Signed copy in revalidation folder
Date: 12 June 2019			

Project Initiation Document

Appendix 1

Benefit Category	Definition
Continuity of operations	Enable the Brigade to continue to function as it does now. These could be direct or indirect benefits that include compliance with the Fire and Rescue National Framework, law, legislation and mayoral directives, etc.
Future cost avoidance	Result in the Brigade facing lower costs in the future (defined as 'future' costs because cost saving invariably requires investment to achieve – i.e. redundancy costs or efficiency improvement).
Improved service effectiveness	Measurably increase the effectiveness of all aspects of the service the Brigade offers.
Efficient resource utilisation	Mean that the Brigade can do more with the same resources or do the same with fewer.
Improved sustainability impact	Enhance sustainable development and/or benefit the socio-economy.
A safer and better place to work	Enhance safety, improve conditions of service for employees, increase job satisfaction, enhance fairness, equality and/or improve the working environment.
Revenue generation	Generate income or appreciate Brigade's assets.
Enhanced relationships	Improve our ways of working with partners or improve the Brigade's reputation.

Project Initiation Document

Appendix 2

Priority		
1	Must	Mission critical, 'no fail', regulatory or 'burning platform' projects – should be resourced first.
2	Should	Enables a 'must' project or significantly contributes to the delivery of strategic aims.
3	Could	Worth doing once 'must' and 'should' projects have been resourced.
4	Wait	Only worth assigning resources to once 'must', 'should' and 'could' projects have been resourced.
Governance		
A	High	Project impacts multiple directorates, have a significant business impact or is particularly risky. To be reported to Directorate Management Board (DMB) and Commissioner Board (CB) regularly. Requires a Director as sponsor. Health checks required every six months; reported to the Project Sponsor.
B	Medium	Project will impact multiple departments, will have some business impact or is risky. To be reported to Director regularly, requires at least a Assistant Director or Assistant Commissioner (AC) as a sponsor. Escalate to CB where necessary.
C	Low	Project will impact on a small number of departments and involve limited business impact and risk. To be reported to Project Sponsor regularly. Escalate where necessary.

Appendix 3

Project Name

Completed By:	
Project Sponsor:	
Project Manager:	
Priority:	
Governance:	

Document Version History		
Version Number	Date	Summary of Changes

Distribution List		
Name	Title/Role	Issue Date

Benefit Details - Section 1		
Description	Category (see Appendix 1)	LSP Action Plan Commitments (see Appendix 2)

Benefits Profile

Benefit Details – Section 2		
Schedule	Realisation Measure	Changes Required for Realisation

Benefit Costs

Benefit Ownership		
Department/Team:		
Benefit Owner	Print Name	Date



Benefits Profile

Sponsor Signature					
Project Sponsor:		Print Name:		Date:	

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Appendix 2

LSP Action Plan Commitments	
AIM 1	Prevention & Protection
LSAP 1	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.
LSAP 2	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.
LSAP 3	We will find innovative solutions including using new technology to create self help online 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.
LSAP 4	We will continue to work hard on to raise safety standards, providing readily available sources of information with regard to important safety advice, such as a single point of reference for product recalls.
LSAP 5	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.
LSAP 6	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.
LSAP 7	We will develop a prevention activity strategy which will be linked to our overall Health and Wellbeing strategy.
LSAP 8	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.
LSAP 9	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.

LSAP 10	We will work with the building industry, looking at innovative design for new buildings, regeneration of older properties and the development of major transport infrastructure.
LSAP 11	We will continue to engage with Historic England and other relevant heritage stakeholders to identify risk and to provide fire prevention advice, support and guidance in relation to salvage plans.
LSAP 12	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.
LSAP 13	We will propose increasing the level of the cost recovery charge and consideration of a reduced operational response to automated fire alarm calls from persistent offenders as a last resort.
AIM 2	Response & Resilience
LSAP 14	<p>We will:</p> <ul style="list-style-type: none"> ○ Resource and develop the staffing of the new London Resilience Group. ○ Consider and adopt best practice in resilience both national and internationally. ○ Update the London Resilience risk register considering both national and London specific risks.
LSAP 15	<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 marauding terrorist firearm attack (MTFA) including the use of emerging technologies. ○ Ensure that events, both planned and unplanned are properly prepared for.
LSAP 16	<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

	<p>incidents.</p> <ul style="list-style-type: none"> ○ 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.
LSAP 17	We will explore both alternate and shared crewing options for further vehicles, to see if we can deliver further efficiencies.
LSAP 18	<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.
LSAP 19	<p>We will review our aerial fleet for potential service improvements and efficiencies. This will include:</p> <ul style="list-style-type: none"> ○ Piloting an alternate and/or shared crewing arrangement. ○ Depending on the outcome of the pilot, considering designating them as front line vehicles, optimising their locations and setting an attendance standard for them. ○ Introducing one type of aerial appliance to replace the three different types currently in use. ○ 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.

LSAP 20	<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.
LSAP 21	We will review the crewing arrangements for the Operational Support Units, including alternate crewing.
LSAP 22	We will conduct a day crewing pilot using an additional fire engine. In preparing for the pilot, we will consider where the day crewed fire engine should be located and this will include, but not be limited to, the 'best' location based on current attendance performance.
LSAP 23	We will review our Immediate Emergency Care provision to ensure it is appropriately resourced and can support co-responding and other collaboration initiatives.
LSAP 24	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.
LSAP 25	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.
LSAP 26	We will work with our partners, including the RNLI, Police, Port of London Authority, and TfL, to look at collaboration opportunities for improving safety on the river.
LSAP 27	We will work with developers to influence fire prevention and protection measures and raise standards across the transport sector.
LSAP 28	We will look at the local results of the assessment of risk and where we think there are opportunities to improve the level of local controls, we will develop proposals and consult where necessary.
LSAP 29	We will seek funding from National and International Capital cities Grant (NICC) to assist with our event planning work and ensure that our city

	is properly protected.
AIM 3	People & Resources
LSAP 30	We will introduce a new structured approach to career succession and will continue to provide learning support for all staff.
LSAP 31	We'll 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.
LSAP 32	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.
LSAP 33	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.
LSAP 34	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.
LSAP 35	We will make a commitment to secure the continual training, assessment and development of our firefighters to ensure they can deal with incidents safely.
LSAP 36	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.
LSAP 37	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.
LSAP 38	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.
LSAP 39	<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.
LSAP 40	<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.
LSAP 41	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.
LSAP 42	We will support the implementation of the Emergency Services Network project to realise the benefits of the new capability for the London Fire

	Brigade.
LSAP 43	<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.
LSAP 44	<p>We will find 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.
LSAP 45	<p>We will explore technological solutions to:</p> <ul style="list-style-type: none"> ○ Keep people safe if a fire does break out. ○ Support our operational services. ○ To 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.
LSAP 46	We will review financial arrangements to see if there are further opportunities for collaboration, including possible alternative delivery methods.
LSAP 47	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.