



LONDON FIRE BRIGADE

Decision title

HMICFRS Action Plan

Recommendation by

Assistant Commissioner, Grenfell Tower Investigation and Review Team

Decision Number

LFC-0351-D

Protective marking: **OFFICIAL**

Publication status: Published with redactions

Summary

Report LFC-0351 explains that following Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of London Fire Brigade (from 22 July to 2 August 2019), the final report was published on 17 December 2019 (the Inspection Report). The report contains a number of deliverables to address areas for improvement alongside two causes of concern.

The Brigade was required to develop a plan to address the two causes for concern as a matter of priority and a report was provided to the Commissioner's Board on 26 February 2020 setting out the Brigade's response.

Additionally, the Brigade was also required to prepare, update and regularly publish an action plan detailing how all recommendations are being actioned (or if the Brigade does not propose to undertake any action as a result of a recommendation, the reasons why the action is not being pursued). Report LFC-0351 appends the final version of the action plan for consideration.

Decision

That the London Fire Commissioner approves the HMICFRS action plan appended to report LFC-0351.

Andy Roe

London Fire Commissioner

Date **This decision was remotely signed on Thursday 11 June 2020**

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LONDON FIRE BRIGADE

Report title

HMICFRS Action Plan

Report to

Commissioner's Board
Corporate Service DB
Operational Delivery and Assurance DB

Date

6 May 2020
28 April 2020
24 April 2020

Report by

Assistant Commissioner, Grenfell Tower Investigation and Review Team

Report number

LFC-0351

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Following Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of London Fire Brigade (from 22 July to 2 August 2019), the final report was published on 17 December 2019 (the Inspection Report). The report contains a number of deliverables to address areas for improvement alongside two causes of concern.

The Brigade was required to develop a plan to address the two causes for concern as a matter of priority and a report was provided to the Commissioner's Board on 26 February 2020 setting out the Brigade's response.

Additionally, the Brigade was also required to prepare, update and regularly publish an action plan detailing how all recommendations are being actioned (or if the Brigade does not propose to undertake any action as a result of a recommendation, the reasons why the action is not being pursued). A draft of this action plan was attached to the report to the Commissioner's Board on 26 February 2020 and this report now appends the final version for consideration.

Recommended decision

That the London Fire Commissioner:

- Approves the HMICFRS action plan in appendix 1 to this report.

Background

1. HMICFRS undertook an inspection of the London Fire Brigade from 22 July to 2 August 2019 and published the Inspection Report on 17 December 2019 setting out its findings in response to three questions:
 - a. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

- b. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
 - c. How well does the fire and rescue service look after its people?
2. The Inspection Report applied a graded judgement for each of the three questions.
3. Within the Inspection Report the HMICFRS identified two immediate causes for concern and required the Brigade to develop actions to address these immediate concerns by 28 February 2020. A report was presented to the Commissioner's Board on 26 February 2020 and the proposed actions to regarding these two causes for concern were submitted to the HMICFRS by 28 February 2020.
4. In addition, the Inspection Report also contained 25 areas for improvement and required the Brigade to prepare, update and regularly publish an action plan detailing how all recommendations are being actioned (or if the Brigade does not propose to undertake any action as a result of a recommendation, the reasons why the action is not being pursued).

HMICFRS action plan

5. All heads of service have been engaged with the Inspection Report and charged with developing an action plan from an early stage. A action plan addressing the causes of concern was presented to the Commissioner's Board on 26 February 2020, together with a draft action plan to address the wider areas for improvement identified by the HMICFRS.
6. Following the Commissioner's Board on 26 February 2020 further work was done to refine the deliverables and identify timescales for completion. The final draft HMICFRS action plan was circulated to the Mayor of London and Home Office on 17 April 2020 to support the April tranche of exception reporting on improvement actions arising from the Grenfell Tower Inquiry and HMICFRS reports.
7. This report contains the final HMICFRS action plan for approval.

Monitoring and assurance of the action plan

8. Delivery of the actions contained within the attached plan will be monitored and assured by the GT / HMI Sub Committee of the Transformation Board, chaired by AC GTIRT, who will provide periodic updates to the Transformation Board.
9. Reporting to external stakeholders on the HMICFRS and Grenfell Tower actions will be provided by AC GTIRT through a consolidated report, provided on monthly basis or at an agreed frequency if different from the current monthly arrangement.

Finance comments

10. This report recommends that the action plan at Appendix 1 is approved. The financial impact of the action plan has been assessed and estimates for its implementation have been included as part of the transformation costs included in the final 2020/21 Budget report for the LFC (LFC-0324).

Workforce comments

11. Any issues which need input from staff side are dealt with as part of individual workstreams to deliver the actions identified in the action plan.

Legal comments

12. 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. 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. Section 1 of the Fire and Rescue Services Act 2004 (the FRSA 2004) states that the Commissioner is the fire and rescue authority for Greater London.
14. When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to 'have regard to the Fire and Rescue National Framework prepared by the Secretary of State (FRSA 2004, section 21).
15. Section 28 of the FRSA 2004 empowers the Home Secretary to appoint inspectors of fire and rescue authorities. In 2017 the Home Secretary appointed Her Majesty's Inspectorate of Constabulary (HMIC) as inspectors of fire and rescue authorities under this section and HMIC changed their name to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Policing and Crime Act 2017 sets out that HMICFRS will inspect and report on the efficiency and effectiveness of fire and rescue authorities in England.
16. Section 28A sets out that the inspection programme and framework requires the approval of the Home Secretary before the inspectors act in accordance with it; that the Home Secretary may, at any time, require us to carry out an inspection of a fire and rescue authority in England, all fire and rescue authorities in England, or all fire and rescue authorities in England of a particular type; that the HMICFRS may also carry out an inspection of a fire and rescue authority in England even though that inspection has not been set out in an inspection programme and the Home Secretary has not required them to do it.
17. HMICFRS is an inspectorate, and has powers to secure information, but no powers to give orders for change.
18. It is for the London Fire Commissioner, subject to the oversight arrangements in place from the Mayor, Deputy Mayor, Greater London Assembly and Home Secretary, to take action as a result of HMICFRS's recommendations.
19. This report and attached action plan set out the actions that the Commissioner intends to take in response to the recommendations of the HMICFRS.

Sustainability implications

20. There are no direct environmental or sustainability implications associated with the contents of this report. However, some actions within the plan may have sustainability implications which will be identified and reviewed by the relevant action owner.

Equalities implications

21. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

22. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
23. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.
24. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
25. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
26. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
27. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- tackle prejudice, and
 - promote understanding.
28. An Equality Impact Assessment (EIA) has not been undertaken.
29. An EIA was not required because there are no direct implication from this report, however, some actions within the plan may have equality implications which will be identified and reviewed by the relevant action owner.

List of Appendices

Appendix	Title	Protective Marking
1.	HMICFRS Action Plan	Not protectively marked

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Rec ref	HMICFRS Report Recommendation	Action ref	Action	Deliverable ref.	Proposed New Key Deliverables	Previous Deliverable Progress Summary	Deliverable Progress Summary (April update)	Owner	Start date	Baselined end date	Forecast/actual end date	Date completed
1	Develop a plan to reassess incident command competence at all levels in line with national guidance, and to determine what arrangements it will put in place when staff fail to achieve the standard set by the Brigade.	1	To ensure all level 1 incident commanders have received acquisition training in line with national operational guidance and competence is assessed every two years.	1a	All level 1 incident commanders will have acquisition training and be assessed by December 2021.	As of 7 February 2020: 870 out of 1,229 (71%) Level 1 incident commanders have received IC training in the last 24 months. When we last analysed levels of accreditation, on 22 January 2020, 106 of the trained Level 1 incident commanders were accredited. This constitutes 12% off all trained Level 1 incident commanders. In accordance with the LFB Transformation Delivery Plan, we are on course to ensure that all Level 1 Incident Commanders will be trained by December 2021.	As of 20 March 2020, 941 of 1391 (68%) Level 1 incident commanders have received incident command training in the last 12 months. This figure includes 220 Firefighters who have been authorised to act up to Leading Firefighters when required. Previously, only staff acting up to Leading Firefighters on the reporting date were included in this data. Now, all of these staff are included. 150 of these staff are booked to attend a Level 1 Incident Command training at the Fire Service College, commencing in July 2020. When we last analysed levels of accreditation, on 11 March 2020, 183 of the trained Level 1 incident commanders were accredited. This constitutes 19% of all trained Level 1 incident commanders. In accordance with the LFB Transformation Delivery Plan, we are on course to ensure that all Level 1 Incident Commanders will be trained by December 2021.	Assistant Director Training and Professional Development	Not applicable	December 2021		
				1b	Revalidation of level 1 incident command is completed by September 2021.	January 2019 to December 2019: Design of level 1 incident command revalidation process. May 2019 to January 2020: Pilot of level 1 incident command revalidation. December 2019: Completion of level 1 incident command revalidation design. January 2020: Revalidation of level 1 of incident command is implemented. September 2021: All level 1 incident commanders will have been assessed through the revalidation process.	Due to COVID-19 there is a likely three month delay on all Level 1 Officer having been assessed. This will be constantly reviewed to minimise overall project impacts.	Assistant Commissioner Operational Policy and Assurance	January 2019	September 2021	December 2021	
				1c	Improved Level 1 incident command training will be aligned to the following guidance by September 2020: i) National occupational standards ii) Major incident protocols iii) JESIP principles iv) NOG guidance	December 2019 to January 2020: Gap analysis and review of level 1 incident command course. February 2020 to May 2020: Design of new level 1 incident command course to meet the review objectives which includes being NOG compliant. June 2020: Pilot of level 1 incident command in a modular approach – 3 courses which include Basic (FF-LFF), Moderate (Sub O), Complex (Stn O) July 2020 to August 2020: Completion of level 1 incident command course design. September 2020: Implementation of new level 1 incident command courses for all newly promoted officers and those firefighters wishing to act up to leading firefighter.	Work continues to deliver the revised course in line with agreed timescales, as it stands this action remains on target. Any impact of COVID-19 will be better understood in May/June.	Assistant Commissioner Operational Policy and Assurance	December 2019	September 2020		
		2	To ensure all level 2 incident commanders have received acquisition training in line with national operational guidance and competence is assessed every two years.	2a	All level 2 incident commanders will have acquisition training and be assessed by August 2021.	As of 7 February 2020: 170 out of 199 (85%) Level 2 incident commanders have received IC training in the last 24 months. When we last analysed levels of accreditation, on 22 January 2020, 29 trained Level 2 incident commanders were accredited. This constitutes 17% off all trained Level 2 incident commanders. In accordance with the LFB Transformation Delivery Plan, we are on course to ensure that all Level 2 Incident Commanders will be trained by August 2021.	As of 20 March 2020: 167 out of 208 (80%) Level 2 incident commanders have received incident command training in the last 12 months. When we last analysed levels of accreditation, on 11 March 2020, 48 trained Level 2 incident commanders were accredited. This constitutes 29% of all trained Level 2 incident commanders. In accordance with the LFB Transformation Delivery Plan, we are on course to ensure that all Level 2 Incident Commanders will be trained by August 2021.	Assistant Director Training and Professional Development	Not applicable	August 2021		
				2b	Revalidation of level 2 incident command is completed by December 2021.	February 2020 to May 2020: Design of level 2 incident command revalidation process. June 2020: Pilot of level 2 incident command revalidation. July 2020 to August 2020: Completion of level 2 incident command revalidation design. September 2020: Revalidation of level 2 of incident command is implemented. December 2021: All level 2 incident commanders will have been assessed through the revalidation process.	Work continues to deliver Level 2 revalidation in line with agreed timescales, as it stands this action remains on target. Any impact of COVID-19 will be better understood in May/June.	Assistant Commissioner Operational Policy and Assurance	February 2020	December 2021		
				2c	Improved Level 2 incident command training will be aligned to the following guidance by March 2021: i) National occupational standards ii) Major incident protocols iii) JESIP principles iv) NOG guidance	October 2020 to December 2020: Design of new level 2 incident command course to meet the review objectives which includes being NOG compliant. January 2021: Pilot of new level 2 incident command course. February 2021 to March 2021: Completion of level 2 incident command course design. March 2021: Implementation of new level 2 incident command courses for all newly promoted Station Commanders and Group Commanders	Work continues to deliver the revised course in line with agreed timescales, as it stands this action remains on target. Any impact of COVID-19 will be better understood in May/June.	Assistant Commissioner Operational Policy and Assurance	October 2020	March 2021		

		3	To ensure all level 3/4 incident commanders have received acquisition training in line with national operational guidance and competence is assessed every two years.	3a	All level 3/4 incident commanders will have been assessed for incident command competence by December 2020 and had improved acquisition training by December 2021.	Incident Command Assessment: 20 out of 26 (77%) level 3/4 incident commanders have been assessed for incident command competence in the last 24 months. The remaining 23% will be assessed by December 2020. Acquisition training: In accordance with the LFB Transformation Delivery Plan and as detailed below in 3c we are on course to ensure that all Level 3/4 Incident Commanders will have received an improved portfolio of training by December 2021. This will include incident command training, MAGIC courses, CBRNe courses and additional London specific Strategic Response Arrangements courses.	Incident Command Assessment: 17 out of 25 (68%) level 3/4 incident commanders have been assessed for incident command competence in the last 24 months. The remaining 32% will be assessed by December 2020. The trained staff number has decreased since the last update (from 20 to 17) due to a change in reporting. Following an instruction from Assistant Commissioner Operational Policy and Assurance, the Multi Agency Gold Incident Command (MAGIC) course is no longer treated as giving these staff their Level 3/4 Incident Command "ticket". Acquisition training: In accordance with the LFB Transformation Delivery Plan and as detailed below in 3c we are on course to ensure that all Level 3/4 Incident Commanders will have received an improved portfolio of training by December 2021. This will include incident command training, MAGIC courses, Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNe) courses and additional London specific Strategic Response Arrangements courses.	Assistant Director Training and Professional Development	Not applicable	December 2020				
				3b	Revalidation of level 3/4 incident command is implemented by March 2021. All level 3/4 incident commanders will have been assessed by December 2021.	October 2020 to December 2020: Design of level 3/4 incident command revalidation process January 2021: Pilot of level 3/4 incident command revalidation February 2021 to March 2021: Completion of level 3/4 incident command revalidation design. March 2021: Revalidation of level 3/4 of incident command is implemented. December 2021: All level 3/4 incident commanders will have been assessed through the revalidation process.	Work continues to deliver Level 3/4 revalidation in line with agreed timescales, as it stands this action remains on target. Any impact of COVID-19 will be better understood in May/June.	Assistant Commissioner Operational Policy and Assurance	October 2020	December 2021				
				3c	Improved Level 3/4 incident command training will be aligned to the following guidance by July 2020: i) National occupational standards ii) Major incident protocols iii) JESIP principles iv) NOG guidance	December 2019 to Feb 2020: Review of current level 3/4 incident command training provision. March 2020: Report on findings of review and recommendations for future acquisition training within 2020/21 (and beyond) via internal (Babcocks) or external provider. March 2020 to Dec 2020: Delivery of 3 x Level 3/4 Incident Command and Strategic Response Arrangements workshops to all Level 3/4 Officers. March 2020 to June 2020: Design of one day training course (to be delivered quarterly) for level 3/4 incident command as continuing professional development training. July 2020 onwards: Delivery of one day training course (to be delivered quarterly) for level 3/4 incident command as continuing professional development training for all officers.	Report submitted to Operations Directorate Board on 25 March. Approval for minimum training requirements agreed. Training Needs Analysis now being carried out with all relevant staff to ascertain specific individual training requirements and overall costs. Delivery of Strategic Response Arrangement workshops and quarterly continuous professional development days now impacted by COVID-19. Minimum three month delay expected.	Assistant Commissioner Operational Policy and Assurance	December 2019	July 2020				
		4	To set up a panel to develop personal development plans for anyone who fails revalidation at any level of incident command. This can include taking them "off the run".	4	To set up the Incident Command Development Panel by January 2020.	The Incident Command Development Panel currently reviews failed revalidation at level 1 of incident command. The panel will continue to review failed revalidation at all levels of incident command once revalidation has been rolled out.	This action is completed.	Assistant Commissioner Operational Policy and Assurance	January 2020	Complete			January 2020	
2	Develop a plan to remove gaps in all risk-critical skills training	5	To deliver both emergency vehicle driver training and blue light training for car drivers within the four year cycle in place.	5a	All required staff to have Emergency Response Driving Revalidation (Appliance) training by January 2021.	To date, 77 per cent (1,557 out of 2,022) of drivers have been trained for Emergency Response Driving Revalidation (Appliance). We are on target to deliver the full training requirement by January 2021.	To date, 88 per cent (1,506 out of 1,721) of drivers have been trained for Emergency Response Driving Revalidation (Appliance). We are on target to deliver the full training requirement by January 2021. The number of drivers included in the data has decreased since the last update, following clarification from Central Operations Department regarding staff who are no longer required to drive as part of their role.	Assistant Director Training and Professional Development	June 2017	January 2021				
				5b	All required staff to have Emergency Response Driving Revalidation (Car) training by January 2022.	To date, 63 per cent (192 out of 305) of drivers have been trained for the Emergency Response Driving Revalidation (Car) training and we are on target to deliver the full training requirement by January 2022.	To date, 76 per cent (234 out of 309) of drivers have been trained for the Emergency Response Driving Revalidation (Car) training and we are on target to deliver the full training requirement by January 2022.	Assistant Director Training and Professional Development	January 2018	January 2022				
3	The Brigade should ensure all its firefighters have good access to relevant and up-to-date risk information.	6		6	To ensure that all Fire Appliances have the latest hardware and software installed in them, to ensure that crews can access the latest risk information.		All Appliance tablets now have access to the Chemdata app and the latest Chemdata information. However there is now a high probability that the June 2020 date referred to in the previous update (for removing old Vehicle Mounted Data System (VMDS) Mobile Data Terminals (MDT)) will not be met. We will be working with fleet to provide a revised date by which works can start, after which we anticipate it taking 3 months to complete. Work to replace the old VMDS MDT's has been suspended as fleet/Babcock focus upon resourcing technicians to work on front line appliances. This is a direct result of COVID-19 and its implications on staffing/resources. Once Babcock are able to focus on these modifications, Command Units and Fire Rescue Units will have new MDT and tablets fitted. Equipment has been provisioned and the fit out schedule is controlled by Fleet. All frontline pumping appliances have new MDTs and tablet devices running the latest Airbus ScResponse software with risk data updated frequently via station WiFi. ICT are working with Fleet on a schedule to fit callsign enabled vehicles with Satellite Navigation enabled with ScGuide messaging software.	Chief Information Officer	Awaiting confirmation of availability post COVID-19.	June 2020	September 2020			

4	The Brigade should better evaluate its prevention work, so it fully understands how effective it is at reducing the risk of fires and other emergencies.	7		7a	Community Safety to identify best practice from other agencies who carry out behaviour change initiatives such as ROSPA and Transport for London (TFL).	Information received from other fire and rescue services including Merseyside and Kent. Kent Fire and Rescue Service were due to present at LFB on their approach to evaluation on 23 March but this had to be postponed due to COVID-19. Still waiting for information from wider partners. Further desktop review ongoing.	Assistant Commissioner Fire Safety	January 2020	March 2020	July 2020	
				7b	Evaluate all youth services to demonstrate impact and value for money. Review services provided in light of results.	Review ongoing, interviews being held and information being reviewed.	Assistant Commissioner Fire Safety	June 2020	September 2020		
				7c	Evaluate Fire Safe and well visits and review services provided in light of results.	Final evaluation paper being presented to LFB governance boards in May 2020.	Assistant Commissioner Fire Safety	January 2020	April 2020	May 2020	
				7d	Review of Community Safety Teams and projects being undertaken and report/action plan being developed.	LFB's internal audit, MoPAC, evaluated the actual process of the Fire Safe & Well visits (FSWV). We're looking to incorporate some elements of the FSWVs into Home Fire Safety Visits, with longer term options to do/include more, remaining under review. Timeline dependant on COVID-19, update target next quarter.	Assistant Commissioner Fire Safety	January 2020	May 2020		
5	The Brigade needs to be able to measure that it is meeting the targets set out in its risk based inspection programme to be assured it is effectively protecting the public from fires.	8		8a	We will increase use of Alterations Notices where appropriate, especially with regard to buildings which rely on engineered fire safety solutions. We will review the effectiveness of this enforcement action to ensure it is both effective at reducing risk and consistent in use.	The Enforcement Policy Statement has been reviewed and amended, although no significant policy changes are proposed. General Counsel Department undertaking final proof reading. A review of our enforcement powers has been undertaken to ensure the most efficient use of resources to reduce risk in line with our inspection programme. This review has highlighted a lack of use in some of our Powers, in particular the use of Alteration Notices.	Assistant Commissioner Fire Safety	January 2020	December 2020	Pending CoVID-19 and lockdown cessation as alterations notices may require 'non-critical' site audits. Estimate Q4 2020	
				8b	We will explore a means of identifying high risk premises across London, in the absence of a definitive list being available. We will also explore a methodology for assessing and recording risk reduction following inspection.	There is a target in place for Inspecting Officers to spend over 50% of their time on high risk premises. This is routinely met currently 60% of Inspections are on high risk. The re-inspection programme is our established method of repeat inspections. Every premises which has a risk score of 5 or above will be subject to a re-inspection on a periodic basis. Following a recent risk evaluation exercise with the Protection Board, approximately 200 premises were visited from December 2019 until March 2020 and these fell into the scope of buildings 18 metres or above and had some level of ACM cladding present. The second phase officers will be undertaking is to visit premises with a simultaneous evacuation strategy in place, this work is currently ongoing with approximately 280 buildings in scope. This forms part of our wider risk based inspection programme, allowing us to focus on areas where significant risk has already been identified. Currently the main focus for inspecting officers is to visit the high rise premises in scope of the second phase.	Assistant Commissioner Fire Safety	December 2019	December 2020	Second phase ongoing, date dependent on CoVID pressures.	
6	The Brigade should make sure it responds in time to building regulation consultations.	9		9a	To review the reporting tool to accurately reflect the target timescales for completing building regulation consultations.	Future reporting will now reflect actual performance. Reporting tool review to align with procedural guidance on timescales for building consultations shows performance to be at 77% against a national average of 71%. If the more complex consultation are not counted (These are not unique to London but the quantities handled are significantly more in LFB), then performance is around 82%.	Assistant Commissioner Fire Safety	December 2019	March 2020		March 2020
				9b	To improve file management processes to reduce unnecessary delay in completing building regulation consultations, by trialing hardware and software at an LFB location.	A trial for electronic working for 'simple' building regulation consultations should go live by 3 April. This will reduce file management pinch points and improve efficiency. Review to be carried out July 20. A pilot of e-working for more complex building regulation consultations was started in February 20, but has paused due to COVID-19, as it requires the trialing of specific hardware and software at an LFB location.	Assistant Commissioner Fire Safety	3 April 2020	March 2020.	Review of simple BRC e-process in July20 (after 3 months of trialing). E-working for complex BRCs to resume mid-late 2020 depending on CoVID pressures	
				9c	Develop proposals for centralising the building consultation processes and piloting electronic working to reduce file management delays. (Med/Long term)	Proposals completed. A project management approach to centralising the building regulation consultations was agreed at Fire Safety Programme Management Board. Implementation will be delayed due to COVID-19.	Assistant Commissioner Fire Safety	April 2020		Q1 - Q3 2021 depending on constraints including CoVID	

7	The Brigade should make sure it addresses effectively the burden of false alarms.	10		10a	To establish a dedicated team to push forward call filtering, partnership working and interventions by stations to promote better fire alarm management.		The LFB recognises the immense impact of unwanted fire signals from automatic fire detection and has committed a dedicated team of four to work with premises with high levels of repeat calls and develop a strategy to reduce unwanted fire signals in other ways. There were some delays in recruiting the team due to market pressures and this has set back the original timescales for review of the team's work by approximately eight months. It is clear there is no single solution to the problem and a strategy is being developed which incorporates; effective call filtering by LFB control officers, Remote Monitoring Centre gold standards, improving Design and Installation standards, exploring nil attendance risk and benefits, cost recovery and training for inspecting officers. Business engagement is underway, particularly in healthcare, in addition to individual work with premises with high levels of repeat calls.	Assistant Commissioner Fire Safety	January 2020	January 2020	The strategy should be ready June 2020 subject to CoVID pressures	
				10b	Complete a mid term evaluation of the teams effectiveness.		This activity is not due to commence until July 2020	Assistant Commissioner Fire Safety	July 2020	September 2020		
				10c	Complete a full evaluation of the teams effectiveness.		This activity is not due to commence until December 2020	Assistant Commissioner Fire Safety	December 2020	March 2021		
				10d	Publish a revised Unwanted Fire Signals /Automatic Fire Alarm policy.		Revision of the policy has started and is on target to be delivered by June.	Assistant Commissioner Fire Safety	April 2020	June 2020		
8	The Brigade should make sure it puts in place and delivers a plan to adopt national operational guidance.	11		11a	Following assessment of compliance, formulate a methodology of how LFB policy will be translated into National Operational Guidance format.		The proposal for creation of the new framework involves the creation of a tiered approach of documents with one overarching document, foundation documents for each key policy area and Standard Operating Procedures for key incident types. This proposal has been approved by the project board and the first area of the framework will be released for feedback purposes in late April. A risk has been added to the project risk register to highlight the fact that roll out could be affected by COVID-19 if significant numbers of Operational Policy and Assurance staff are required to carry out additional support roles.	Assistant Commissioner Operational Policy and Assurance	January 2020		30 April 2020	
				11b	Trial and approve methodology with specific section of policy making department.		The roll out methodology has now had to be changed as a result of the impact of COVID-19, face to face engagement will no longer be possible. Alternative methods will be utilised to enable the project team to gather feedback on these new document types. Action plans have now been created for areas of non-compliance as a result of the strategic gap and training gap analyses.	Assistant Commissioner Operational Policy and Assurance	Not applicable	April 2020	August 2020	
				11c	Intergrate and adopt national operational guidance as the foundation of LFB policy and procedure.		See 11a and 11b for progress.	Assistant Commissioner Operational Policy and Assurance	Not applicable	December 2020		
9	The Brigade should make sure staff accurately record risk assessments and control measures implemented at an incident; to alert commanders to workplace risks and help put safety control measures in place at the incident ground.	12		12	Introduce analytical risk assessment into the LFB.		December 2019 – February 2020: Research into methods of undertaking analytical risk assessment, identify best practice March 2020: Produce LFB design, Stakeholder engagement, draft inclusion into extant policy April 2020: Consultation and Training Needs Analysis May 2020– June 2020: Design training and incorporate into acquisition and Maintenance of skills/continuous professional development training July 2020 – March 2021: Deliver training to all relevant staff – analytical risk assessment Go live Due to the three month delay on all maintenance of skills training related to COVID-19 there is a revised end date.	Assistant Commissioner Operational Policy and Assurance	December 2019	March 2021	June 2021	
10	The Brigade should ensure its system for learning from operational debriefs is effective and that staff understand how to record learning from operational incidents.	13		13a	Review operational debrief policy and process to identify improvements.		December 2019 – March 2020: Review current practice and process, research best practice in other Fire and Rescue Services/Organisations, stakeholder engagement April 2020: Produce report with recommendations for change, consultation. Due to COVID-19 impacts, there is a one month delay on this action.	Assistant Commissioner Operational Policy and Assurance	December 2019	April 2020	May 2020	
				13b	Identify training implications following the review of the operational debrief policy and implement in all relevant training interventions.		May 2020– June 2020: Implement recommendations - Design training and incorporate into acquisition and Maintenance of skills/continuous professional development training. Due to COVID-19 impacts, there is a one month delay on this action.	Assistant Commissioner Operational Policy and Assurance	May 2020	June 2020	July 2020	
				13c	Deliver training following the review of the operational debrief policy to all relevant staff.		July 2020 – July 2021: Deliver training to all relevant staff. Due to the 3 month delay on all maintenance of skills training related to COVID-19 there is a revised end date.	Assistant Commissioner Operational Policy and Assurance	July 2020	July 2021	October 2021	
		14		14a	Review operational discretion policy and process to identify improvements.		December 2019 – February 2020: Review current policy and Risk Assessment, stakeholder engagement March 2020: Produce report with recommendations for change, consultation. Report submitted to Operations Directorate Board on 25 March with nine recommendations for change. All recommendations accepted and action plan in place to deliver them. Report to go to Corporate Services Directorate Board 14 April.	Assistant Commissioner Operational Policy and Assurance	December 2019	March 2020		March 2020

				14b	Identify training implications following the review of the operational discretion policy and implement in all relevant training interventions.		April 2020 – Oct 2020: Implement recommendations - Design training and incorporate into acquisition and Maintenance of skills/continuous professional development training. Due to the extent of the recommendations in the above report the timescales are reflected in this action plan. Additionally the impact of COVID-19 has caused a one month delay on this action.	Assistant Commissioner Operational Policy and Assurance	April 2020	October 2020	November 2020	
				14c	Deliver training following the review of the operational discretion policy to all relevant staff.		Oct 2020 – March 2021: Deliver training to all relevant staff. Due to the three month delay on all maintenance of skills training related to COVID-19 there is a revised end date.	Assistant Commissioner Operational Policy and Assurance	July 2020	March 2021	June 2021	
11	The Brigade should make sure cross-border risks are made known to crews. It should run a programme of over-the-border exercises, passing on the lessons learned from these exercises.	15		15a	To share with neighbouring fire and rescue services our operation policies on operational risk data and risk scoring of premises.		This action is completed. Policies have been shared with neighbouring services.	Assistant Director Strategy and Risk	March 2020	December 2020		March 2020
				15b	Agree with neighbouring six fire and rescue services the range either side of the boarder in kilometres operational risk information/ site specific risk information will be shared.		In principle agreement for sharing risk information has been reached. We are now exploring methodologies for sharing this information and maintaining it's currency.	Assistant Director Strategy and Risk	March 2020	December 2020		
				15c	To include cross border exercises in borough training plans.		Borough Commndners required to complete borough training plan and begin implementation by 1 April 2020 including where appropriate scheduling cross boarder exercises.	Assistant Commissioner Fire Stations	January 2020	February 2020	April 2020	
12	The Brigade should make sure all front line staff, and not just specialist response teams, are well protected and well prepared for being part of a multi-agency response to a community risk identified by the local resilience forum, including a marauding terrorist attack. It should make sure that all staff understand its procedures for responding to terrorist-related incidents.	16		16a	Undertake a review of all "terrorism and MTA response" training provided to trainee firefighters and control room staff.		Review is complete with actions in Operational Resilience -Special Operations Group Departmental Management board to update input for trainees and support the inclusion of terrorism response into control development and maintenance of operational professionalism (DaMOP).	Assistant Commissioner Operational Resilience	April 2020	October 2020	October 2020	
				16b	Undertake a review of all "terrorism and MTA response" training provided to front line firefighters and officers.		Review is complete with action to refresh cold zone working policy and add to development and maintenance of operational professionalism (DaMOP) now an action in Operational Resilience - Special Operations Group Department Management Board.	Assistant Commissioner Operational Resilience	April 2020	October 2020	October 2020	
				16c	Undertake a review of all "terrorism and MTA response" training provided on progression incident command courses.		This yet to be completed due to the changes in incident command training, but discusson are taking place for the inclusion of terrorism training	Assistant Commissioner Operational Resilience	TBC	October 2020	October 2020	
				16d	Consider a communications strategy to remind all front line staff of the clear guidance available to keep them safe if they should encounter or be mobilised to a terrorist / MTA incident.		This is linked now to 16b and will be part of the release of development and maintenance of operational professionalism (DaMOP) training.	Assistant Commissioner Operational Resilience	April 2020	October 2020	October 2020	
				16e	Engage with the Fire Brigades Union to improve Mass Casualty Response capability		Discussions with representative bodies are ongoing, however progress may be stifled due to the COVID-19 challenges and need for other urgent representative bodies discussions.	Assistant Commissioner Operational Resilience	February 2020	September 2020	September 2020	
13	The Brigade should make sure it reviews how it allocates its resources to activities, based on the risks set out in the London Safety plan.	17		17	The relationship between resource allocation and risk assessment will be clarified as part of the development of the next integrated risk management plan.		Intergrated risk management plan is currently in development.	Assistant Director Strategy and Risk	January 2020	March 2021		
14	The Brigade should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any contractual arrangements, collaboration or other improvement projects.	18		18a	To hold a review workshop with key client and procurement stakeholders and produce an 'arrangements action plan' for continuous improvements (focusing on governance, reporting, issue and risk resolution, roles and responsibilities, performance management, business continuity, equalities and Responsible Procurement)		Due to COVID-19, it has not been possible to hold a face to face workshop with stakeholders as originally intended. However, a contracts management arrangements action plan has been drafted within Procurement and this will be shared electronically with stakeholders for further input to be received by the end of April. This will enable the action plan to be reported to the Corporate Services Directorate Board in May 2020.	Assistant Director Technical and Service Support	10 Feb 2020	June 2020	June 2020	

				18b	To ensure all contracts are working as effectively as possible with contract service delivery being either satisfactory with value for money being delivered or further 'contract specific remedial action plans' in place to address any shortfalls in effectiveness.		The first part of this action (i.e. contract service delivery being satisfactory and value for money being achieved) will be supported by the implementation of the contract management arrangements action plan when approved and implemented. With regards to the second part (i.e. contract specific remedial action plans), the nature of this action is such that it is an ongoing mechanism to be used from time to time to address any emerging significant shortfalls that have not been resolved by the business as usual contract relationship and contract management meetings framework. Those liaison frameworks will be improved by the content within Deliverable 18a. The contract specific action plans of Deliverable 18b will be cited in the arrangements review (18a) as an available option to use where appropriate in future. The actual detail in the contract specific actions plans are not foreseeable at this stage, but the plans will be developed as bespoke to emerging shortfalls in the future.	Assistant Director Technical and Service Support	June 2020		December 2021	N/A
		19		19a	The work with the Greater London Authority collaborative procurement team to achieve a single team collaborative procurement model will be delivered in three phases. Phase 1 : Jan – June 2020 (Collaborative procurement improvement)		The target completion dates for all three phases are subject the Transport for London led project and are subject to review accordingly. Due to COVID-19 and a review by Transport for London of the Greater London Authority collaborative procurement programme, the original target completion date for Phase One of end of June 2020 has now been revised by the Greater London Authority to the end of July 2020. A number of actions have been completed including the drafting of communications plan, brochure, standard Operating Procedures; other actions are	Assistant Director Technical and Service Support	January 2020	June 2020	July 2020	
				19b	The work with the Greater London Authority collaborative procurement team to achieve a single team collaborative procurement model will be delivered in three phases. Phase 2 : Jul – Dec 2020 (Embedded resource model)		Phase 2 is not due to start yet, and is subject to the satisfactory completion of Phase 1.	Assistant Director Technical and Service Support	August 2020	December 2020	TBC	
				19c	The work with the Greater London Authority collaborative procurement team to achieve a single team collaborative procurement model will be delivered in three phases. Phase 3 : Jan 2021 onwards (Single team model)		Phase 3 is not due to start yet, and is subject to the satisfactory completion of Phase 2.	Assistant Director Technical and Service Support	January 2021	TBC	TBC	
				19d	Create a method for evaluating the effectiveness and efficiency of all strategic collaboration projects and roll out to the organisation.		April 2020 – June 2020: Collaborative Benefits Evaluation process formulated and agreed by Blue Light Collaboration Team. June 2020 – August 2020: Collaborative Benefits Evaluation recording processes formulated and agreed by Blue Light Collaboration Group. September 2020: Collaborative Benefits Evaluation process goes live with tri service communication and oversight by officers at LFB.	Assistant Director Strategy and Risk	April 2020	September 2020		
15	The Brigade should make sure it has good business continuity arrangements in place across all parts of the organisation and that they are understood by staff. The plans should take into account all foreseeable threats and risks.	20		20	Confirm the approach to business continuity for individual fire stations and satellite teams and ensure affected staff understand the plans.		The Brigade has business continuity plans in place for all departments, including one for Fire Stations. The focus for this action is on awareness of what the Brigade's business continuity arrangements are, and making sure that all staff understand them. To this end, the business continuity team will include awareness sessions for Area Deputy Assistant Commissioners and Borough Commanders initially, and consider rolling these out to Station Commanders and Area Teams. We will also look to use the intranet site (Hotwire) to help promote business continuity awareness. At the moment, the business continuity team is engaged full time on COVID-19 meaning that the lead in time for this will be longer but work should hopefully commence on this by June 2020.	Assistant Director Strategy and Risk	June 2020	December 2020		
16	The Brigade should make sure it has strong enough plans in place to address financial challenges beyond 2020 and secure an affordable way of managing the risk of fire and other risks.	21		21	Improve financial sustainability through the budget process for 2021/22 and consider clearer link between risks and resource allocation.		Initial discussions underway to develop the budget process for 2021/22. The budget process, together with the Mayor's budget guidance, will be reported to Directorate Boards and then on to Commissioner's Board in July 2020. The budget report is being programmed to be reported to CB on 1 July, however the final date will be subject to publication of the Mayor's Budget Guidance 2021/22. The deadline for the budget submission to the Mayor is expected to 30 November 2020, in line with previous years, and will be confirmed in the Mayor's Budget Guidance 2021/22.	Assistant Director Finance	July 2020	November 2020	30 November 2020	
17	The Brigade should make sure its values and behaviours are understood and demonstrated by all staff.	22		22	Develop a behavioural framework based on the organisation's purpose, vision and strategy. Behaviours will focus on selflessness, togetherness and accountability.		The behavioural framework has now been approved by Commissioner's Board. The framework is based on our three core behaviours Compassion, Togetherness, and Accountability and ties directly into our purpose to be trusted to serve and protect London. We are in the process of designing a communications plan, which includes a development approach, for people to understand and display our new behaviours. We are piloting embedding the framework in our new approach to performance management for Top Management Group before rolling out to the rest of the organisation. We are also planning an approach to embed our new behaviours into all people aspects of the LFB.	Assistant Director People Services	December 2019	January 2020		January 2020

18	The Brigade should make sure all staff understand and know how to get support after a traumatic incident.	23		23a	Review the policy 0915 - Recognising and coping with potentially traumatic events.		Policy 0915 - Recognising and coping with potentially traumatic events, has been reviewed and is fit for purpose. All station based watches have received a half day training on the subject of this policy. This included the post critical incident procedures that are carried out on station and the follow up support / contact made by the Counselling and Trauma team. Information for all staff on the Counselling and Trauma Serices Hotwire pages has been reviewed and is up to date. This action is complete.	Assistant Director People Services	December 2019	April 2020		April 2020
				23v	Produce a clear communications plan on counselling and trauma service for all staff.		This activity is not due to commence until June 2020	Assistant Director People Services	June 2020	September 2020		
				23c	Explore the feasibility of introducing a dedicated Peer Trauma Support Group to support the work of Counselling and Trauma Services (CTS).		A team of trained Mental Health First Aiders is being established across LFB. A series of training from Mental Health First Aid England has commenced. A process of continuous recruitment to this scheme is ongoing. The next stage is to select appropriate volunteers to train in peer trauma support. The logistics of deploying of these volunteers has been identified. The content of the support sessions to be provided post critical incident and the appropriate training is being identified.	Assistant Director People Services	December 2019	April 2020	Autumn 2020	
19	The Brigade needs to train all staff properly for their roles, including developing all levels of leadership and management competence.	24		24a	Establish a working group with representatives from Training & Professional Development department, Central Operations & People Services department.		The working group meeting was booked in January, and took place on 18 February 2020, hence this action is complete. The additional work relating to this topic is being picked up under Deliverable 24b (below).	Assistant Director Training and Professional Development	January 2020	February 2020		February 2020
				24b	Create a report to propose a new policy or guidance note on how Statement of Training Requirements is collated.		A paper was being prepared for a Commissioner's Board meeting in April which was going to propose a list risk critical training together with renewal/refresh periods. The paper was also going to discuss the consequences of individual's training lapsing and propose a range of options. The collation of the risk critical training information has taken longer than expected as we have been consulting with other fire and rescue services and seeking advice of what consequence management stance they take. The plan is to deliver the report to a Commissioner's Board meeting in July.	Assistant Director Training and Professional Development	February 2020	April 2020	July 2020	
20	The Brigade should extend its new maintenance of competence programme to all operational staff groups as intended. It should make sure this programme can assure the brigade of the competences held by staff.	25		25	Deliver phase 2 of the DaMOP project covering competency frameworks for all operational staff groups.		Phase 2 remains on target to be delivered on 1 July 2020 for all staff groups. Piloting has been extended to end of May 2020 as a result of potential delays owing to social distancing measures and reduced availability of some staff engagement groups involved in the pilots. There is no indication that this will delay the roll out of phase 2 at this time.	Assistant Director Training and Professional Development	July 2019	July 2020		
21	The Brigade should identify and overcome barriers to equal opportunity, so that its workforce better represents its community. This includes ensuring staff understand the value of positive action and having a diverse workforce.	26		26	Develop and implement a new Diversity and Inclusion strategy and action plan.		The inclusion strategy has gone through considerable internal engagement and will be presented to the Commissioner's Board for approval in April. The strategy is being repositioned as our Togetherness Strategy and underpins our transformation plan.	Assistant Director People Services	January 2020	Ongoing through 2020	Q4 2021	
22	To ensure all fire stations have suitable facilities for women.	27		27	To ensure all London Fire Brigade buildings have suitable privacy facilities to accommodate both resting and washing for female firefighters.		In the last 12 months Property have increased the number of privacy rooms by 20 and also increased the privacy shower/washing facilities by 31 at various stations. Work will continue to be completed and will endeavour to increase the number of privacy facilities across the estate. There are currently seven projects this financial year 20/21 planned to increase the number of privacy facilities. These works are ongoing for future years.	Head of Property	April 2020	Ongoing		
23	The Brigade should make sure it has an effective system in place to review individual staff performance and development.	28		28	Introduce new performance management processes for all employees.		A new approach to Performance Management was agreed by the Commissioners Board on 26 February. Conversations have taken place with Prospect, FBU, FOA, GMB and UNISON, all of which are having the opportunity to feedback on this. This is consistent with Transformation Delivery Plan to introduce new performance management processes for leadership levels. The first stage of the process started in April 2020 with a 360 questionnaire launch for the Top Management Group (staff group).	Assistant Director People Services	October 2019	End March 2021	April 2022	
24	The Brigade should make sure that it selects, develops and promotes staff in an open, accessible and fair way, including temporary promotions.	29		29a	Review the core criteria for selection and promotion in line with the behavioural framework .		We are in the process of analysing the current criteria and determining which behaviours align to which level of Grade and Rank across operational and non-operational staff.	Assistant Director People Services	March 2020	Ongoing through 2020	Ongoing through 2020	
				29b	Establish a promotion board to assure promotion processes.		This has been set up as of 11 March 2020 and will run as a monthly meeting.	Assistant Director People Services	March 2020	March 2020		March 2020
				29c	Ensure all assessors are appropriately skilled, trained and supported to make fair and transparent decisions.		We are in the process of rolling out recruitment interview training which includes bias awareness to our Assessment Team via an external training company SHL . Four people have been trained so far and another 12 are due to be trained in the next ten working days. We will then create and run our in house training work shops to cascade this quality throughout LFB.	Assistant Director People Services	April 2020	March 2021		

25	The Brigade should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	30		30a	To develop a performance and talent framework for roll out at the beginning of May 2020.		The performance and talent framework is being piloted with Top Management Group for the start of the 2020/21 year after Commissioners Board agreed recommendations (26 Feb 2020). The first stage has taken place where 360 questionnaires have been sent. Further training on this process is being developed for launch in May.	Assistant Director People Services	January 2020	May 2020		
				30b	To develop a transparent performance matrix which allows the brigade to identify high potential individuals who are ready for promotions or require further development.		The performance matrix has been written and is being consulted on ready for May launch. Conversations have taken place with Prospect, FBU, FOA, GMB and UNISON, all of which are having the opportunity to feedback on this new process before further roll out to the wider brigade. Non-operational staff development working group has been established with the first meeting scheduled for end of May 2020.	Assistant Director People Services	January 2020	Q4 2022		