



LONDON FIRE BRIGADE

Decision title

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## Transformation Delivery Plan Progress

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Recommendation by  
Assistant Director, Strategy and Risk

Decision Number  
LFC-0396-D

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Protective marking: **NOT PROTECTIVELY MARKED**

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### Summary

The Transformation Board met on 30 June, where they considered progress against the Transformation Delivery Plan and the Grenfell Improvement and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services plan. This report provides commentary from the Transformation Board for the Commissioner's Board on delivery against the plans.

### Decision

That the London Fire Commissioner notes the summary of progress against the Transformation Delivery Plan and the Grenfell Improvement and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services plan.

**Andy Roe**

London Fire Commissioner

Date

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LONDON FIRE BRIGADE

Report title

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## Transformation Delivery Plan progress

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Report to

Commissioner's Board

Date

29 July 2020

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Report by

Assistant Director Strategy and Risk

Report number

LFC-0396

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### Summary

The Transformation Board met on 30 June, where they considered progress against the Transformation Delivery Plan and the Grenfell Improvement and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services plan. This report provides commentary from the Transformation Board for the Commissioner's Board on delivery against the plans.

### Recommended decision

That the Commissioner's Board notes the summary of progress against the Transformation Delivery Plan and the Grenfell Improvement and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services plan.

### Background

1. In response to a number of drivers, including diagnostic work on leadership, development and talent which reported in early 2019 and challenging reports in November and December 2019 by the Grenfell Tower Inquiry and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services ('HMICFRS') inspection of the Brigade, the new London Fire Commissioner introduced the Transformation Delivery Plan (TDP) in January 2020 to drive improvement across the organisation.
2. This report provides commentary from the Transformation Board for the Commissioner on delivery against the plan. Finance are submitting a report to this meeting on the transformation costs.

### Progress

3. Work is still progressing across the entirety of the action plan. Of the 47 actions in the amended plan, three have been completed, including the restructure of the LFB organisation, creation of a single plan, smarter working for fire engine crews.

4. There have been some positive impacts from the COVID-19 pandemic, and some activities have been progressed in new and innovative ways that were previously unforeseen as result. However, the plan has been impacted negatively by the effects of the pandemic.
5. The most significant delay at present is the delivery of training to support the revised policies PN633 (High Rise Firefighting), PN790 (Fire Survival Guidance) and the new Emergency Evacuation and Mass Rescue policy. This action is also reported within the Grenfell Improvement and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), so is shown as delayed in both plans..
6. Other actions that have been delayed include:
  - changes revalidation of driver training. Due to training being halted due to COVID-19 it is anticipated that there may be a three month delay in completing emergency response driving revalidation (appliance) training;
  - the introduction of online home fire safety visit tools – virtual 360 hazard house 'tour'. Filming needs to take place in a London location to ensure authenticity in the video, this has been postponed due to the COVID-19 restrictions. As soon as these are lifted filming will commence. The updated delivery date for this action should be November 2020
  - deliver on community outreach programmes – London-wide cadet programme. The COVID-19 restrictions in place will have an impact on the current delivery date, which is likely to be pushed back to January 2021. By January 2021 we are hoping to be opening fire stations for Cadet units.
7. The Transformation Board will seek assurance from the relevant Heads of Service that any revised deadlines are realistic and achievable in future meetings.

### **Consolidated Grenfell Improvement and HMICFRS plan**

8. The Transformation Board also received a report on progress against the consolidated Grenfell Tower Improvement and HMICFRS plan. To date, one recommendation from the Grenfell Tower Inquiry (No.34) has been fully implemented. This relates to the provision of smoke hoods. Two actions in the Plan have also been completed:
  - Produce an analysis of BA and telemetry data to analyse the effectiveness of extended duration breathing apparatus in a multi storey high rise fire. This report is now complete and has been despatched to the Inquiry and the MPS.
  - Review of Community Safety teams and projects being undertaken and report/action plan being developed. A paper was presented to the Fire Safety Principal management Board on 8 June 2020. This action is complete, but further work will be undertaken with ROSPA and the RNLI to develop the community safety approach to evaluation.
9. The consolidated plan has also been impacted by the COVID-19 pandemic and a number of actions have been delayed. The most significant delay, as noted above, is the delivery of training to support the revised PN633 (High Rise Firefighting), PN790 (Fire Survival Guidance) and the new Emergency Evacuation and Mass Rescue policies.
10. Other COVID-19 related delays are due to:
  - suspension of some training until the risk from COVID-19 has reduced

- changes to the ways in which training can be delivered, including a focus on higher quality, comprehensive computer based training packages in the short term, to support more practical elements when it is possible for these to be delivered
  - issues encountered in the supply chain – relating to both the procurement and delivery of services and equipment
  - alterations in ways projects are being scoped and requirements are being determined
  - focussing on supporting frontline services and appliances.
11. The most significant delays that are not directly as a result of COVID-19 include an action to propose a new policy or guidance note on how the Statement of Training Requirements is collated, which has been delayed from April 2020 to July 2020 as a result of the need to consult with other Fire and Rescue services to inform this work; and the delivery of a new intrinsically safe radio for the fire ground and breathing apparatus operations as part of phase 1 of the Fireground Radio and Respiratory Protective Equipment (RPE) project. This project has been re-baselined following a widening of the scope to include the provision of replacement cylinders, with the delivery date moving from April 2020 to July 2021.

### **Actions at Risk**

12. The Director for Transformation has asked that the impact of any identified delays are explained in order for the Board to assess the associated risks and to ascertain whether any management action is needed.
13. A number of key risks were noted in the consolidated Grenfell Improvement and HMICFRS plan. These include:
- revalidation of level 2 incident command is completed by December 2021. COVID-19 has caused the cancellation and rescheduling of many courses, which may lead to the baseline end date not being achieved. Managers will work with the training provider to minimise training scheduling issues and possible delays
  - integrate and adopt national operational guidance as the foundation of LFB policy and procedure. Testing of the new ICT system (the Service Integration Tool) has been delayed due to COVID-19. A new start date is awaited from the Central Programme Office (NFCC). The project team is closely monitoring this and will make a decision in August/September 2020 as to whether the project requires re-baselining
  - design, test and implement a solution to support more effective transfer of Fire Survival Guidance information. Additional requirements have resulted in a new interface with Vision being required. This increases the complexity of the solution, and until confirmation is received of Capita's delivery dates confidence cannot be retained in the target date
  - review of London Emergency Services Liaison Panel (LESLP) guidance and Joint Emergency Services Interoperability Principles (JESIP) to support recommendations relating to multi-agency working. The LESLP as well as JESIP reviews have been impacted by COVID-19 demands
  - to ensure all London Fire Brigade buildings have suitable privacy facilities to accommodate both resting and washing for female firefighters. Works are progressing for this financial year on a limited number of the stations.

### **Assurance**

14. At the inaugural meeting on the 27 May the Board asked the Assistant Director of Strategy and Risk and the Assistant Commissioner Grenfell Tower Investigation and Review Team to consider ways in which assurance can be provided that completed tasks have been delivered as reported

and in a way that will achieve the intended business benefits. It was agreed that any proposals would be developed under the guidance of the Director for Transformation once she is in post.

### **Action required by the London Fire Commissioner**

15. No actions were identified for the LFC at the meeting

### **Finance comments**

16. This report provides an update on Actions in the Transformation Delivery Plan. The 2020/21 Budget Report (LFC-0324y-D) agreed the creation of a transformation reserve to fund transformation related costs. It should be noted that when preparing the 2020/21 budget, estimates were used to identify anticipated expenditure from the Transformation Reserve. These estimates were subject to change as the Transformation Programme develops and evolves. Costs continue to be reviewed as the plan progresses. The 2020/21 Transformation costs were estimated to be £3,520k, and with an ongoing cost of £4,084k from 2021/22. Expenditure against the reserve is reported monthly in a dedicated report to the Transformation Board, and will be reported on as part of the regular financial position reports.

### **Workforce comments**

17. Any implications arising from actions in the TDP are dealt with separately. There are no direct implications associated with the contents of this covering report requiring consultation

### **Legal comments**

18. This report is presented for information only, therefore no direct legal implications arise.

19. The terms of reference of the Transformation Board (TB) require board members to oversee, monitor and challenge the progress of the Transformation Delivery Plan (TDP). TB must also report to the Commissioner's Board on any issues arising from the TDP or any of its associated plans.

### **Sustainability implications**

20. There are no direct environmental or sustainability implications associated with the contents of this report.

### **Equalities implications**

21. There are no direct equalities implications arising from this report for the Brigade.

22. 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.

23. 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.

24. 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.

25. 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:

- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
26. 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:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
  - (b) 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 (;
  - (c) 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.
27. 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.
28. 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—
- (a) tackle prejudice, and
  - (b) promote understanding.
29. An Equality Impact Assessment (EIA) has not been undertaken for this report.
30. An EIA was not required because this report is for information only. Work arising from actions within the TDP may consider conducting an equalities analysis for any new item.

## List of Appendices

Appendix	Title	Protective Marking
1.	None	