

Report title

Youth Review

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Commissioner's Board	2 December 2020
Deputy Mayor's Fire and Resilience Board	16 February 2021
London Fire Commissioner	

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Assistant Commissioner, Fire Safety	LFC-0442

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I agree the recommended decision below.



Andy Roe
London Fire Commissioner

Date **This decision was remotely signed
on Thursday 11 March 2021**

Executive Summary

This report outlines the findings of a review into the current London Fire Brigade's (LFB) children and youth provision. The review makes recommendations on how to improve the effectiveness and efficiency of this provision. Community Safety have considered the proposed recommendations outlining those that are or are not agreed and how the changes will be implemented. This is the first part of a wider organisational review of structures in line with the next Integrated Risk Management Plan, cost efficiencies, HMI FRS re-inspection, LFB transformation proposals and the impact of Covid-19. An implementation plan will be developed to oversee the delivery of recommendations from the review over the medium and longer term and to set out LFBs future youth offer.

Recommended Decisions

For the London Fire Commissioner

The following option is recommended:

1. Local Intervention Fire Education (LIFE) programme discontinued in 2021 with resources permanently diverted to the Fire Cadets programme and Community Safety. Before LIFE is discontinued, further work is undertaken across the Greater London Authority Family to ensure there are alternative referral routes and programmes to support young people that would have attended the LIFE programme.

Recommendations already agreed at Commissioners Board, 2 December 2020

2. Outreach is relocated to the People Services directorate.
3. Crossfire discontinued in its current form with some of its functions becoming part of the Education Team and the delivery of Safety First.
4. Further work is undertaken to finalise a permanent youth structure and LFB youth offer in line with the outcomes of the review and GLA budget savings requirements.
5. Funding option 3 (securing £133,532 to extend temporary contracts of Cadets staff till 1st September 2021) is agreed in order to deliver Mayorally funded and existing units on a temporary basis, with further, more sustainable funding options for Fire Cadets within this paper considered for implementation post Covid-19.
6. All remaining recommendations outlined in Appendix 2 are investigated further as part of the above suggested changes and implemented within the next two years by March 2023 as part of wider medium and long term structural changes. Separate papers will be produced as needed to instigate changes to current working practices and team structures

Introduction and Background

1. LFB has a long-standing history of delivering a number of children and youth engagement, intervention and education programmes in order to reduce fire risk, raise awareness of fire danger, safety, prevention, detection and escape from fire in the home. These schemes are aimed mainly at primary and secondary age children and young people, but some also cover ages 0-5 including visits to nurseries and children's centres. All of the youth programmes delivered by the Brigade are attended by a wide range of participants and also provide the opportunity to increase awareness of the Brigade to diverse communities.
2. Youth engagement and intervention is an integral part of the delivery of the existing Integrated Risk Management Plan including a target to reach 100,000 children and young people annually to deliver fire prevention and safety messaging. The Brigade's children and youth programmes include a central core offer of the Education Team, Fire Cadets, Crossfire, LIFE Safety First and Juvenile Firesetters Intervention Scheme (JFIS). From August 2017, this also included a new Outreach Team focusing on the recruitment of firefighters which has involved a significant amount of work with young people on career pathways. There are also a range of wider youth engagement schemes delivered at borough level including visits to low and medium risk primary schools and nurseries, Junior Citizens, Prison-Me-No-Way and The Prince's Trust. Members were previously updated on the individual progress of all the Brigade's youth engagement/intervention programmes at Strategy Committee on 12th November 2013

(FEP2173). It is estimated that in total, the Brigade work with around 200,000 children and young people annually. LFB know that engagement with young people also improves fire awareness within families, as fire education is passed on to family members. The impact of youth engagement is wide reaching.

3. The breadth and volume of engagement carried out with children and young people by LFB has evolved considerably since the review carried out in 2013.

Review of Youth Services

4. Following the Her Majesty's Inspectorate of Constabulary (HMIC FRS) Inspection of LFB in July 2019 and the expansion of LFB youth provision, notably Fire Cadets following Mayoral funding; the new Safety First Blue Light Project in secondary schools and the permanent establishment of Outreach, it was decided that it was the right time to review all the different youth services that LFB provide. This included both central schemes, area and borough-based activity.
5. The review looked at the aims and objectives of each scheme, successes and weaknesses, value for money, gaps and duplication, and reviewed whether the schemes are still relevant, providing value for money and taking advantage of all opportunities such as funding and referral opportunities. Borough Commander for Bromley, Terry Gooding was appointed in October 2019 to carry out the review and to make recommendations for potential improvements (See Appendix 1, Terms of Reference). The specifics of the review were to:
 - Explore the impact the LFB children and youth schemes have had on the following groups in terms of outcomes:
 - Children and young people
 - LFB staff.
 - Partners/stakeholders
 - Local communities
 - Provide information on the possible cost benefits / value for money of the current models of delivery.
 - Explore whether the current children and youth schemes being delivered are helping to deliver the aims of the LSP 2017 and Community Safety and Prevention Strategy
 - Identify any gaps in our current children and youth provision and approach that need to be addressed.

Overall Findings

6. In terms of overall findings against the set objectives of the review, it is clear that LFB children and youth schemes have had a positive impact on all the groups identified including children and young people themselves, partners and stakeholders, local communities and LFB staff.
7. In terms of cost benefits/value for money, the review found differences between the individual programmes with some representing a good use of resources based on the number of young people that the scheme engages with against the cost of delivery such as the

Education Team. LIFE meanwhile works with a smaller group of young people but has a very high cost per individual due to the nature of its delivery.

8. All the LFB children and youth schemes are helping to deliver the aims of the Integrated Risk Management Plan, Community Safety and Prevention Strategy and wider objectives such as Mayoral ambitions. Only Fire Cadets is included within the LFB Transformation Plan under 'Outward Facing' pillar to become more central to our communities to have a Fire Cadet unit in every borough by 2021 whilst only JFIS is included as a milestone in the HMIC FRS Inspection criteria. During Covid-19 Cadets and JFIS particularly were able to utilise innovative online delivery with young people to ensure that momentum was not lost and this will be utilised in future delivery models.
9. There were no gaps identified in LFB's current children and youth provision but lots of recommendations to improve delivery of existing schemes and rationalise the LFB offer so that partners and stakeholders understand what they can access. There was also an overall feeling that in line with HMIC FRS inspection outcomes, that LFB need to re-focus on core priorities and for the children and youth schemes these are about the impact of fire and wider risks such as road and water safety. The short, medium and long term financial impact of Covid-19 will mean that further structural changes will need to be investigated for LFBs children and youth work taking into account HMI FRS inspection, transformation principles and statutory duties. If the recommendations are agreed this will allow the following short, medium and longer term objectives to be achieved as follows:

Short Term objectives (by March 2021)

- Start delivery of Fire Cadets units across all London Boroughs
- Repurpose staff and resources into priority areas
- Develop proposals around the future of LIFE in consultation across the GLA

Medium Term Objectives (By December 2021)

- Oversee delivery of Implementation plan of wider youth review objectives
- Create a clearer offer of LFB youth services reducing duplication

Long Term Objectives (By December 2022)

- Creation of a permanent youth structure and offer for young people

Building the skills of young people with whom LFB work with and helping to create career pathways was also identified as another outcome that needs to be promoted. Appendix 2 sets out the full review findings and Appendix 3 details the individual recommendations that are suggested to be agreed and those that will not be taken forward. 63 recommendations were suggested and 45 are agreed.

Key findings from youth review

Local Intervention Fire Education (LIFE)

10. Over its 18 years of delivery, LIFE has undoubtedly achieved many successes and changed the lives of young people with whom they have worked. The review found a number of benefits to the LIFE scheme including:

- Young people respond well to engagement with the fire service and as a result develop a respect for all uniformed services.
- It is a deterrent programme focussed on educating young people about the consequences of their negative choices to themselves, their families and wider community, thus reducing the risk of offending behaviour.
- Can improve motivation, educational outcomes, education attendance, behaviour and future employment prospects through learning transferable skills.
- Some of the young people who have completed the LIFE programme have progressed to Fire Cadets and into employment of the Brigade.

11. However, the review also found a number of limitations with the LIFE programme as follows:

Attack Type	2012	2013	2014	2015	2016	2017	2018	2019	Total
Harassment	4	4	3	1	3	4	8	3	30
Objects thrown at firefighters/appliances	1	4	6	7	8	9	4	6	45
Other acts of aggression	7	10	5	7	8	12	10	6	65
Physical abuse	2	3		5	4	3	7	6	30
Verbal abuse	39	41	38	37	48	49	62	55	369
Grand Total	53	62	52	57	71	77	91	76	539

Table 1 - Number of incidents where an attack against a firefighter was recorded in IMS:

- **Objectives of the Programme are no longer a Fire Service priority**

When the LIFE programme was initially devised, it had a specific purpose to reduce attacks on firefighters which was a priority issue at the time. 18 years later, table 1 above sets out the data for London illustrates that other than a spike in 2018, attacks on firefighters have been consistently low. Although knife crime and youth related violence is a serious issue in London, this is not one of the Fire Services direct statutory areas of delivery, nor is it reflected

in LFB's LSP commitments. The HMIC FRS inspection clearly states the Fire Service is accountable for public spend to be used to meet risk and priority areas, in an efficient manner. The Mayor of London continues to financially support a number of initiatives across London to specifically tackle the issue of knife crime and youth related violence, therefore it is suggested that there are other more appropriate agencies to take the lead on this. Additionally, LFB's Community Safety have a specific Road Safety and Education Team which support the prevention aspects of this work.

- **Decline in external funding**

As the LIFE programme has evolved over 18 years, the income generated from external sources has been increasingly difficult to obtain, particularly in the current austere climate. With a cut to central budgets, local authorities have limited funds for youth services with a high level of competing partners. The Brigade's 'Impact Factor' delivered by the Crossfire Team, which delivers crime prevention messages to secondary schools also competes with LIFE for funding to tackle anti-social behaviour.

Only approximately £20,000 has been generated annually in recent years for the LIFE programme. The team are required to generate £187,000 annually to cover all budget requirements but this has not been achieved for 10 years. Where it does not meet this target, LFB has had to utilise underspends from other areas of the organisation. This is not sustainable.

- **Operational staffing demands**

The current LIFE risk assessments require a ratio of one operational trainer to three young people. With an anticipated 15 young people on each course, this requires the additional release of up to six operational staff to be detached from stations every week to run two simultaneous LIFE courses. With the strain on operational establishment in recent years, operational release has become more difficult and this has been an ongoing threat to the team's delivery of the LIFE programme. 30-40% of requests for operational release are declined by the Establishment and Performance Team (EPT). The reasons were related to establishments priorities including where there are insufficient ridership numbers frontline, this release is declined. This happened regularly, at times and we would reduce the number of young people we can accept due to lack of operational staffing, which is a H & S risk. We only have about 60 youth operationally trained staff to use on rotation and with COVID, self isolation etc, recruitment freeze, establishment will continue to be under pressure.

- **Inconsistent use of 'Volunteers' between LIFE and Fire Cadets**

When LIFE was established over a decade ago, there was an agreement in place that operational staff would receive a £224 additional payment for the four-day detachment into the team. Since Fire Cadets has been established, they have relied heavily on station staff volunteering in their own time (outside of work) to support their units, but the uptake is poor as there is no payment for their support. As a result, Cadets have struggled to gain sufficient operational volunteer support. Statistics show that less than 2% of the workforce volunteer with Fire Cadets.

- **Decreasing Partnership demand**

Despite the reduction in central youth services and escalation of youth violence in London, the LIFE team have been unable to continually fulfil the requirement to fill the courses to capacity and target the most at risk groups. Very few referrals are generated from Pupil Referral Units (PRUs) and Youth Offending Teams (YOTs) who have access to the most high-risk young people in need of positive intervention. Places remain unallocated on courses and as a result the costs for delivering and staffing 60 courses per year are inefficient. In the year 2019/2020 (prior to Covid-19), courses were attended by 420 young people, there is capacity for 495. This equates to 15% places unfilled. In addition, five courses were cancelled up to the end of Quarter 3 mainly due to a lack of referrals, which equates to an additional 45 places. In some areas, partner demand for the courses is decreasing and challenging to attain, this could be partly due to substantial workloads of youth professionals who do not have the capacity to make the referrals. There are also partners who are better equipped and more experienced in dealing with some of the issues that the LIFE programme attempts to intervene on.

Young people experiencing trauma, gangs, unstable homes, mental health issues need long term intervention. Short term interventions like LIFE can be effective for some individuals that are vulnerable or lack general confidence. However the target group for LIFE is offenders, or those with complex issues, and there are external, trained youth professionals who are better equipped to work with this target group in order to achieve sustainable outcomes. The GLA have a number of networks with long term community led initiatives to deliver this and provide mentoring or gang diversion support. Examples include Safer London, St Giles Trust, 4Front project, Catch 22, and Khulisa.

Covid-19 and the impact of a further lockdown in January 2021 will impact the demand for the service for at least a further 12 months. Young people from secondary schools will have missed months of the curriculum at an important stage in their education. Teachers and youth professionals will need to focus on ensuring every minute in the classroom counts and this means a potential reluctance to release young people to attend a four-day programme.

- **Sustainable Outcomes**

The programme is currently run on a four-day model. The team are able to assess the outcomes throughout the week through the use of daily evaluation records to measure learning and behavioural changes. Measuring the long-term impact for the programme has been challenging and only about 30-40% data is able to be generated from parents/carers, young people and the referral agents for the 12 months post course evaluation. It is particularly difficult due to the complex circumstances of the young person engaged with and their families to attain long term data regarding any future offending or outcomes in terms of behaviour improvements or progressions into further education, employment or training. As a result, it is difficult to provide quantifiable evidence-based outcomes for the £800,000 investment against the objectives of the programme, to determine if the programme is effective and providing value for money.

- **Cost & Efficiency**

LIFE has an annual budget of £754,366. In addition, the team need to generate an additional £187,000 annually to cover total cost, of which £832,000 are staffing costs alone. As outlined above with a reduction in service referrals to the programme (15% vacant spaces on courses), difficulty attaining external funding and high staffing costs the current model it is difficult to

currently evidence a value for money service, or one that can clearly measure its outcomes in an evidence based manner.

- **Risks of disbanding LIFE**

There is a criteria for young people to attend LIFE based on risk to being involved in or already involved in ASB. Depending on the demographics of the area where the venue is based there can be a high BAME attendance at venues such as Clapham. The team have also been established in the boroughs of Lambeth, Lewisham, New Malden, Dagenham, Haringey and Wembley for a number of years. There is the risk that removing this youth service could lead to a rise in youth related violence or attacks against firefighters although there is no evidence to corroborate this. As part of the youth implementation plan, further work will be carried out in these boroughs with the relevant local authority and local partners to ensure there are referral pathways to which LFB can refer young people.

Long standing partnerships with secondary schools and Feltham Youth Offenders could also be lost. However, there is the potential for the other youth services to sustain these links and goodwill through the services they offer, particularly through Fire Cadets. The wider messaging around anti-social behaviour, gangs, impact of drink and drugs etc will be covered by specialist partners through Safety First and inputs at all Fire Cadets units.

Over the last 8 years since the inception of Fire Cadets in its current form, it has evolved to become far more inclusive and now aims to offer the opportunity it provides to a more diverse range of young people. Although self-referrals are still predominantly the way that young people join Fire Cadets, an increasing number of young people with the same or similar profile of those who would have participated in LIFE have joined Fire Cadets through our work with schools and pupil referral units.

Fire Cadets offers them a longer term experience with tangible outcomes in terms of a qualification, and often funding arrangements with local authorities include a commitment to engage with young people from disadvantaged backgrounds, or those on the cusp or have been involved in antisocial behaviour. A large part of the Fire Cadets programme now focuses on accountability, responsibility, citizenship and making a positive contribution to the community and there is a specific element within the course that that tackles antisocial behaviour. Fire Cadets also provides young people with a uniform and subsequently this gives them a strong identity to be proud of which we have found to be a really positive attribute of Fire Cadets, especially for those young people that may feel they are isolated from society or need to feel like they belong somewhere.

Throughout the duration of Fire Cadets running in LFB since 2013, the engagement with young people each academic year has always been around 50% male/female and around 40% BAME (Black and Minority Ethnic). This positive result has been organic and without carrying out any targeted recruitment campaigns or specifically focussing on increasing diversity. Fire Cadets have also had significant success in being organically inclusive in terms of neurodiversity, sexuality, transgender, and more recently have engaged with increasing numbers of young people and adult volunteers with physical disabilities.

Further on-going work is being carried out with the GLA and it's large network of youth organisations and London based charities to ensure that referral pathways are in place to mitigate the impact of LIFE disbanding so that young people can be referred to wider provision that can be utilised that addresses anti-social behaviour outside of fire and related risks such as around road and water safety. This will reduce any gap left by LIFE being

disbanded with young people being offered similar opportunities and support. There are also borough based initiatives that work specifically on issues tailored to young peoples needs locally that LFB can contribute to.

Juvenile Firesetters Intervention Scheme (JFIS)

12. The work of the JFIS Team is the most closely related Brigade youth programme to the core function of reducing fires. As one of the key target areas within the HMIC FRS inspection criteria, it is suggested that the team continues in its current format.

Outreach

13. The Outreach function was re-established in 2017 following a review into recruitment of operational firefighters and the need to have a dedicated focus on attracting applications from under-represented groups such as BAME, females and LGBT in order to have a fire service that reflected local communities in London. Traditionally, the Outreach team had been based in Human Resources but the function had stopped delivering some years before when firefighter recruitment had been frozen.
14. It was decided in 2017 to re-establish the team but deliver the function in a different way, particularly working more closely with communities. As such, instead of HR, it was felt that basing the Outreach function in Community Safety would allow this to happen, building on existing community links and partnerships.
15. In line with the recent GLA budget savings and following delivery of the Outreach function for three years, it now feels like the right time to review the structure and positioning of the Outreach Team. The youth review found that there are many potential benefits for moving the established Outreach Team back to People's Services including:
 - Increased visibility and recognition for the positive outcomes delivered by the Outreach team. The team have supported People services to deliver one of the highest levels of BAME (29%) and female (27%) intakes at training school as a result of its work, however these outcomes are absorbed as part of the Recruitment Team's delivery, as they are not measured in Fire Safety.
 - The objectives for Outreach don't align directly with CS areas as much as they do with People Services, therefore opportunity for ongoing discussion and communication about the work with peers is limited. The Outreach team would benefit from regular attendance at team meetings with the Recruitment or Cultural Change team where there is a lot of overlap around strategic objectives. This would more effectively support opportunities to collaborate, contribute ideas, influence decision making and develop strategies to progress recruitment and togetherness strategy outcomes.
 - Data sharing between teams has been challenging due to Outreach sitting in a different directorate. This is creating barriers to effective working and evaluating outcomes. Sharepoint access is also separate.

- With the potential of a recruitment pause and the launch of the Togetherness Strategy, there are many areas of overlap where the team can support wider Transformation and Togetherness objectives. This could be accomplished more effectively with a closer and more joined up working relationship where the goals are aligned, under one team.

Areas where the Cultural Change and Outreach Teams overlap include:

- Supporting the Transformation Plan, to make communities more central to our outward facing work. The Outreach team have established a large network of partners and links with the community in conjunction with local stations. This has resulted in positive engagement with London's most diverse, hard to reach communities which can be utilised better through linking with the Communication Team, including community engagement, Recruitment and Cultural change teams, which all fall under the People Services directorate.
- Support the 'Opening up Fire Stations' strategy -The Outreach work supports diverse communities and partners to visit their local stations and builds greater links between the two.
- Support the retention, development and promotion of diverse groups across the organisation.
- Support Apprentice firefighter placements and onboarding
- Utilise the skills and diversity of the Outreach team to support the training of assessor and recruitment panels on inclusive recruitment, non-discrimination and assessing inclusive behaviours

Youth Engagement

Fire Cadets

16. The development of LFB Fire Cadets from a four-borough pilot in 2013 to every London Borough in 2020 has been a big success but not without its challenges. Fire Cadets has never had an adequate core dedicated structure or budget, and has had to rely on securing external funding, fixed term contracts, and utilising underspends to deliver its objectives.
17. In March 2019, LFB secured £1.1million funding from the Mayor and GLA to open up Fire Cadets unit in all remaining 15 London Boroughs so that from April 2020 all London Boroughs would have a Fire Cadets unit. COVID-19 impacted on this deadline and work is currently underway to set up these new units, recruit staff, volunteers, young people and carry out any physical works required to fire stations to start re-opening units from September 2020.
18. The current permanent structure of Fire Cadets is 1 x FRS D, 4 x FRS Cs and 1 x Sub Officer with the rest of the staff on fixed term contracts paid for by temporary funding for a time limited period, including the Mayoral funding, which runs out in March 2021. The total core funding for this staffing model is **£273,253**.
19. The current temporary structure was set up to deliver Fire Cadets units across all 33 London Boroughs. The Mayoral funding allowed Fire Cadets to recruit to the following additional posts: 1 x FRSB, 8 x FRSC, 2 x FRSD, 1 x FRSE, 1 x Sub Officer. Local detachment agreements

with Borough Commanders were also put into place to enable the addition of 6 firefighters to support the safety critical increase in demand operationally. At full capacity there will be over 1100 staff, volunteers and young people engaged in the programme.

20. To accept the Mayoral funding, but then be unable to deliver the 15 new units would have political and corporate repercussions for the LFB impacting on our positive reputation of delivering against our funding objectives. Now is the time to recognise that Fire Cadets which had strong evidence of long term positive impacts on young people's lives is the most effective youth engagement programme that LFB delivers, and to invest in it on a sustainable footing.

Table 2 below sets out the proposed increase to core and temporary establishment, and the staffing costs as follows:

Role	Unit Cost	Current Permanent Establishment	Cost	Current Temporary Establishment	Cost	Future Sustainable Establishment Proposal	Cost
FRS E	£54,906	0	£0	1	£54,906	0	£0
FRS D	£49,332	1	£49,332	3	£147,996	2	£98,664
FRS C	£41,173	4	£164,692	12	£494,076	12	£494,076
FRS B	£35,477	0	£0	1	£35,477	2	£70,954
Sub O (S)	£59,229	1	£59,229	2	£118,458	2	£118,458
FF	£50,762	0	£0	0	£0	3	£152,286
Total	-	6	£273,253	19	£850,913	27	£934,438

NB Current temporary establishment includes up to 6 x FFs detached from station at no cost to Fire Safety

NB Current temporary establishment includes 1 x FRS E, however this FRS E is likely to be used across all Youth schemes going forwards and therefore hasn't been included in the future proposal for Cadets exclusively

21. The cost of first year set up and running costs per unit is £17,387 reducing to £10,624 in year two covering costs such as uniform, Personal Protective Equipment (PPE) and alterations to the venue (storage/lockers etc).
22. Taking into account both the unit running costs, as well as the proposed staffing model, the total cost per annum to run Fire Cadets in all 33 London Boroughs is as follows:

Unit running costs - £10,624 x 33 units	£350,592
Proposed staffing model	£934,438
TOTALS	£1,285,030

23. The current core funding for staffing within cadets is **£273,253**. If recommendations within the Youth Review Report are agreed, it is anticipated that resources will be re-directed to Fire Cadets from LIFE. As such the above proposed staffing structure may slightly change but this would not increase costs outlined above.
24. Prior to Covid-19 lockdown in March 2020, the final 10 of the 15 Mayoral units were weeks away from opening, in addition to the 18 established units that had already started with young people

for the academic year 2019/20. All operational equipment, PPE and uniform had been purchased for the Mayoral units. Over the last seven months a considerable amount of work has continued to recruit, interview and train over 250 new adult volunteers, develop a virtual engagement programme to retain the 250 cadets and 180 volunteers from established units, and build upon waiting lists for new cadets that would be joining the Mayoral funded units once Covid-19 allowed. In September 2020 it was agreed by Assistant Commissioner (AC) Fire Stations and Fire Safety Principal Management Board (PMB) that Fire Cadets would commence with a phased return to face to face delivery at area hubs over the Autumn academic term and this was underway with most of the 33 units having commenced face to face delivery with volunteers at units preparing for young people to start in January 2021. Due to current lockdown restrictions, all cadet units launched virtually in January 2021.

25. Due to current budgetary pressures, it is recognised that a growth bid at this time to support the sustainability of Fire Cadets may not be feasible, therefore potential options are explored below. It was agreed at Commissioners Board on 2 December 2020 to agree Option 3 to ensure that all London Boroughs have a Fire cadet unit.

A. Option 1 – Suspension of all Fire Cadets units

- If the decision is made to suspend delivery of units this will impact on 8 temporary FRS C posts, one FRS D and one FRS E, whose contracts finish on the 31st March 2021. In addition, delivery of all units is currently well underway at area hubs.
- Considerable costs associated with running all 33 units have already been outlaid and face to face unit delivery has commenced this term as agreed by AC Fire Stations. All units have purchased operational equipment, PPE and uniforms, volunteers have been recruited, Officer Cadets are due to return in November, and there are waiting lists for new cadets to commence across all 33 units from January. This estimated outlaid cost equates to £175,000.
- If funding is not found to continue with all 33 units post April 1 2021, managing reputational damage, the impact on young people's mental health and resilience who have committed to Fire Cadets as a lifeline for a number of years will have to be carefully managed.
- If all 33 units are indefinitely suspended this will impact on over 400 young people who have already committed to Fire Cadets. Many of the young people that commenced their first year as cadets in the academic year 2019/20 (prior to Covid-19 lockdown) are hoping to come back to restart their full year's journey in January 2021 as they have been away from Fire Cadets for so long. Many more are Officer Cadets in their second or third year and further delays would impact on their ability to progress the rank structure. Additional time and resource would be needed to keep them all engaged virtually until/if units are re-opened.
- A considerable number of adult volunteers (250+) have already commenced their volunteering roles at units this term. The programme now has nearly 400 active adult volunteers. Each volunteer has invested a considerable amount of personal time to LFB during lockdown either going through their training, or by supporting the delivery of virtual units, and they have made a long-term commitment to LFB as an organisation. To suspend all units indefinitely and therefore pause their access to volunteering for LFB

will mean that they will then need to commit further personal time to be refresher trained if/when delivery is recommenced.

- Whenever/if it is decided to eventually cease any suspension and re-launch units, an adequate 3 month lead-in time will be required before recommencing unit delivery to run a new recruitment drive for young people and refresher train all volunteers. This then may result in not being able to re-launch units until September 2021 as a full academic year is essentially required to deliver the BTEC/NFCC programme.

B. Option 2 – Continue running only the 18 established Fire Cadets units utilising core establishment and LIFE/Crossfire staff and redirected budget

- Prior to the Covid-19 lockdown in March 2020, there were 18 established fire cadet units across London, however five of the Mayoral funded units had also just launched, and the further 10 were due to launch by Easter 2020. A decision will need to be made on whether the five established Mayoral units will also continue and if there are adequate numbers of staff to deliver them.
- If it is decided not to continue with delivery of any the 15 Mayoral funded units the LFC would then need to determine whether any of the £1.1m funding will need to be reimbursed to the Mayor of London. Much of this funding has been spent on staffing costs and the physical items outlined below.
- To continue with running just the 18 established units, six FRS C Fire Cadets Coordinators (FCCs) will be required. The core establishment consists of only four FCCs. The remaining LIFE budget will be able to be utilised, subject to LIFE staff redeployments which could potentially enable the addition of 1 x FRS D and 1 x FRS C posts to the core establishment.

C. Option 3 – Temporary increase establishment in order to open all 33 units

- The LFB's Transformation Delivery Plan (TDP) specifically states the intention to deliver on the Mayoral funding and provide a Fire Cadets unit in every London borough by 2021.
- Staff employed on fixed term contracts under the Mayoral funding have worked incredibly hard alongside their adult volunteers to maintain virtual units and one to one engagement with young people over the lockdown period.
- This option will cost an additional **£267,064** per annum, in addition to a portion of the redirected LIFE budget. An alternative is to extend the temporary contracts for six months at a cost of **£133,532** until September 2021 to deliver the 33 cadet units. The £133,532 would be covered by youth reserves.
- Currently Government lockdown restrictions and National Youth Agency (NYA) Guidance has stipulated a 'RED Readiness Level'. This means that there should be no face to face contact with young people at units, and that virtual delivery should take place instead.
- Work is also continuing to recruit and virtually interview young people into all 33 units with the aim of them starting in January however we do recognise that the 18 established units will re-engage some young people that started last year and didn't get to finish due to Covid restrictions suspending units.

- Alongside re-launching the 18 established units, the 15 new Mayoral funded units are due to start in January 2021 with brand new young people and volunteers meeting for the first time. Due to lockdown this is now being delivered virtually.
26. There are a further three potential options that can be explored to reduce costs going forward to deliver fire cadet units, although it should be noted that it is unlikely that these options would be feasible before April 2023:
- A. This cost could be significantly reduced if LFB were able to train and support adult 'lead volunteers' to a level where they could run a unit themselves, as is the case of most other established Cadet organisations. Organisational support is needed to take volunteer training and engagement to the necessary level, and the infrastructure needs to be put in place to support volunteers becoming part of the organisation, such as swipe card and IT access. At present, all recruitment, selection, training and provision of uniforms etc is managed by the central Fire Cadets team. A comprehensive Volunteer Strategy would need to be delivered by People Services in conjunction with other departments who work with volunteers the Brigade Museum team, which would enable a consistent approach to be taken to volunteering across the organisation and reduce risk to the organisation of a disparate approach.
 - B. Operational Staffing costs could potentially be reduced if strategic resource could be utilised to support operational drills on Cadet evenings, however additional training would need to be given to station based staff as techniques taught to Cadets on the drill ground are different to those normally used. In addition, support could also be given with regard to inventories, testing of equipment, pass outs and operational quality assurance. Not only would this be a cost saving, this would also enhance the experience of the young people, and could lead to more staff volunteering in their own time.
 - C. The option of seeking charitable status could be further explored –Initial research is currently underway to explore whether there is scope in applying for Charitable status to create a sustainable funding stream for Fire Cadets in London as there are always opportunities for charities to apply for various funding pots. Most other uniformed cadet organisations have a centralised charitable arm or have smaller independent unit charities set up where young people and volunteers are able to fundraise for their own section. This is at a very early stage and would need discussion with Legal and Communications around links with the Museum project.

Education

27. The Education Team is the longest running and closest delivery function to the Brigade's statutory obligation in respect of educating communities around fire. It is recommended that the Education Team continues in its current format but also subsumes elements of Crossfire.

Crossfire

28. Crossfire transferred into Community Safety in 2016 from the South East Area where it predominantly operated in the boroughs of Croydon, Bexley and Bromley to ensure there was a better co-ordination of its youth activities. Whilst there has been some improvement, it is clear that there is still a lot of duplication with other central youth schemes particularly the Education

Team. The Crossfire Team have traditionally been successful at securing external funding and developing some innovative local programmes. There is potential though for the Education Team, Crossfire and now Safety First to be operating in one borough independently. The use of sub-brands causes external partners confusion about the Brigade's youth education offer and duplication of both resources and messages.

29. It is suggested that going forward, Crossfire as a brand finishes, including its programmes such as Impact Factor and the All Ages Family Challenge. The existing functions will become part of the central Education Team and also support the delivery of Safety First. Junior Impact Factor is a good product and will continue through the Education Team but will only be delivered in boroughs where there is no Junior Citizens.

Safety First

30. Safety First is a four-year funded programme until 2023 led by the Metropolitan Police. Delivery in secondary schools was due to start in April 2020 but was impacted by Covid-19. The project launched on 18 September 2020.

Area/Borough Based Youth Programmes

31. Area Teams oversee the delivery of a number of children and youth programmes including Junior Citizens, Prison Me No Way, Hazard Houses and Station based school visits. A number of recommendations have been suggested to improve delivery and co-ordination with the central youth teams which will be taken forward. Recommendations outlined to improve wider learning across all youth schemes including approach to quality assurance and communications are also agreed.

Wider considerations

Impact of Budget Savings.

32. The Mayor advised on 17 June 2020 the impact of Covid-19 on the GLA group outlining that the Metropolitan Police Service, London Fire Brigade, Transport for London and Greater London Authority face budget shortfalls of up to £493m. The update outlines that when the Mayor issues his budget guidance, he will set out the need for all GLA members to report back by the end of November 2020 on how, together, we could deliver significant savings while continuing to support London's recovery as much as possible. This was followed on 26 June 2020 by the further announcement of a £10 million reduction in funding in 2020/21 and £15 million reduction in 2021/22. This is in addition to the existing budget gap of £44 million over the next four years. There are opportunities to improve how prevention and protection work together in line with corporate transformation objectives whilst also offering up efficiency savings that will not impact on frontline delivery.

Impact of CoVid-19

33. The review of LFB youth services was impacted by Covid-19 in March 2020 which led to the postponement of all LFB youth schemes for the foreseeable future. The change from frontline delivery to young people directly has led to a variety of innovation through the use of interactive virtual online engagement such as virtual Fire Cadets unit meetings and JFIS client support sessions. The Education Team and Safety First produced online lessons and materials around fire and wider risks for schools and youth organisations which can be used going forward. The

lessons learned through these changes will be evaluated and fed into future delivery options of all youth provisions. The announcement of a new national lockdown on 4th January 2021 will impact on the delivery of all the teams in different ways and LFB will take advice from the National Youth Agency (NYA). The Education and Safety First Teams will be unable to deliver with schools closed whilst JFIS will need to revert to virtual engagement. Fire Cadets will still be able to deliver units virtually.

GLA Collaboration

34. Due to the impact of Covid-19 and related budget savings, the GLA initiated a review into all children and youth work across all related bodies. The Young Londoners Project has set out objectives to further look at how all GLA bodies (including MOPAC and Transport for London) can work together to join up youth provision by reducing duplication. This work could offer potential further collaboration opportunities which will be reported back on going forward. Proposals around the future of LIFE outlined in the review, will be discussed further in line with GLA partners to assess the impact of stopping the programme. LFB are currently working with The Mayor's Peer Outreach Team to introduce an online referral pathway with over 500 organisations that work with children and young people across London to ensure that LFB are able to refer any young people they interact with to receive appropriate support and input from specialist youth organisations.

Communications regarding the provision of children and youth engagement

35. If recommendations are approved it will be important for communications to be properly delivered, both as part of the organisations internal and external messaging on how the LFB is managing its funding and to reassure stakeholders of where the service will continue to focus its children and youth engagement activity.
36. A plan of communications with consistent messaging will be developed and rolled out to ensure those who have supported this work understand where the LFB will now focus its priorities to greatest effect, and to generate continued or increased support for the new areas of focus.
37. Any existing communications tools, including social media platforms, will be managed appropriately with guidance from the communications department.
38. LFB staff will be informed of the decision more widely and in recognition of their familiarity with the LIFE and Crossfire schemes as important youth activity delivered across a significant period of time, in addition to any local discussions managed with staff directly affected.

Conclusions

39. The changes suggested by the review will provide a more focused and clear youth offer and will reduce duplication. The impact of Covid-19 and resulting budget pressures further strengthen the recommendations.

Finance comments

40. The report requests approval for the LIFE programme to continue to be discontinued and the associated budget and staff be transferred to support the expansion of the Fire Cadets programme. Due to current budgetary pressures and uncertainly associated with Covid-19 it is acknowledged that a formal growth bid in 2021/22 is not feasible.

41. Funding option 3 is recommended which would extend temporary contracts for six months at a cost of £133,532 until September 2021. This could be funded through the Community Safety and Youth Reserve as a one-off cost whilst a sustainable Fire Cadets programme and funding model is developed over the course of the 2021/22, this would be considered within the 2022/23 budget setting process.

Workforce comments

42. Consultation on the recommendations arising from the Youth Review have been the subject both of staff side consultation (with GMB, UNISON and the FBU), and individual consultation with the staff directly affected. A 21-day period of consultation commenced with a meeting with staff side on 22 October 2020, and a follow-up meeting with staff side was held on 11 November 2020. During the consultation period staff side were provided with a large amount of additional information relating to the review that they requested.
43. The initial proposals from the Brigade in respect of LIFE were in line with the recommendations from BC Gooding, however the Brigade-side position has moved to accommodate the concerns of staff side and other stakeholders in that the LIFE team will not be disestablished from 01/04/2021, but will remain temporarily established whilst work is undertaken across the GLA family in relation to youth intervention, with new structures/work-streams to be considered as part of the Integrated Risk Management Plan from April 2022. In the meantime LIFE activities will remain suspended, and the post-holders of those posts which will remain temporarily established will continue to be allocated Cadet-related duties.
44. In their comments, the FBU primarily sought more information and requested clarifications on the Brigade proposals. In addition they raised concerns that moving resources from LIFE to Cadets could lead to reduced intervention in relation to anti-social behaviour, including attacks on firefighters. The Brigade responded to the FBU's comments on 17 November 2020 explaining that the Cadets do have a youth intervention dimension, however the revised Brigade position for LIFE/anti-social behaviour intervention, as outlined in the previous paragraph, should also allay concerns in this regard.
45. In their comments, UNISON strongly opposed the proposal to decommission LIFE primarily on the basis that this would greatly diminish the Brigade's youth intervention work, particularly in respect of anti-social behaviour. They stated that the target group for LIFE programmes is different to Cadets, and therefore it was important that LIFE continues. An interim response to UNISON was provided on 19 November 2020, with a follow-up meeting with BC Gooding to be arranged to discuss the review findings in more detail. Further information and evidence from the youth review was submitted to Unison via email following the meeting. However it is hoped that the revised Brigade position, as outlined two paragraphs above, which was communicated to staff side (and the staff directly affected) on 25 November 2020, will address these concerns, and staff side will be engaged in the work to be undertaken across the GLA family. GMB did not provide separate comments, but have generally echoed the concerns raised by the FBU and UNISON with regards to youth intervention and anti-social behaviour.

Legal comments

46. 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.
47. Under section 1 of the Fire and Rescue Services Act 2004 the Commissioner is the fire and rescue authority for Greater London.
48. When carrying out its functions, the Commissioner is required to 'have regard to the Fire and Rescue National Framework (the "Framework") prepared by the Secretary of State (Fire and Rescue Service Act 2004, section 21).
49. The framework requires the London Fire Commissioner to have integrated risk management plans ("IRMP") which are to be the subject of formal consultation. The London Safety Plan ("LSP") is the name of the Commissioner's IRMP. Youth engagement and intervention is an integral part of the delivery of the London Safety Plan 2017.
50. The statutory basis for the actions proposed in this report is provided by section 6 of the Fire and Rescue Services Act 2004 (FRSA) the Commissioner, "must make provision for the purpose of promoting fire safety in its area" and in accordance with Section 5A of the Fire and Rescue Services Act 2004 (FRSA 2004), the London fire commissioner, being a 'relevant authority,' may do 'anything it considers appropriate for the purposes of the carrying out of any of it's functions...!'.

Sustainability implications

51. The findings of the youth review will not have any negative sustainability implications. During Covid-19, LFB youth teams have become able to utilise technology to provide a blended approach to engagement thereby reducing travel, use of premises and related energy and resources.

Equalities implications

52. 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 exercising our functions and taking decisions.

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.

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, and Sexual orientation.

The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), 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.
53. 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.
54. 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.
55. 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.
56. An Equalities Impact Assessment was undertaken in partnership with the Inclusion Team (see Appendix 5). This identified a potential adverse impact on sex (female staff) as women make up a disproportionate percentage of the staff affected by the proposal. The impact identified will be mitigated by ensuring that all staff impacted by the temporary change to LIFE and permanent change to Crossfire will be offered alternative roles at the same grade within the new youth structure.

List of Appendices

Appendix	Title	Protective Marking
1.	Terms of Reference – Youth Review	
2.	Youth Review Evaluation Report	
3.	Review of Recommendations per Programme	
4.	Fire Cadets Proposed Establishment & Structure	
5.	Equality Impact Assessment	

Appendix 1 – Terms of Reference – Youth Review

Background

The current London Safety Plan set out a target for LFB to engage with over 100,000 children and young people annually. Investigation of this target has shown that LFB actually work formally with an estimated 250,000 children and young people annually.

In March 2019, LFB secured two significant amounts of external funding including funding of £1.1 million from the Mayor of London to extend Fire Cadets to all London Boroughs and then in June 2019, a joint blue light project with the Metropolitan Police and London Ambulance Service (LAS) in secondary schools for £1.7m over four years. Both of these funding sources are time limited and work now needs to begin to assess and review what future provision LFB wants to provide around children and young people.

An external review by Cordis Bright was carried out in 2012 of all youth schemes but the breadth and volume of engagement carried out with children and young people by LFB has changed considerably and now needs to be reviewed to ensure the schemes are still relevant, providing value for money and taking advantage of all opportunities.

Review aims and objectives

Explore the impact the LFB children and youth schemes has had on the following groups in terms of outcomes:

- Children and young people
 - LFB staff.
 - Partners/stakeholders
 - Local communities
1. Provide information on the possible cost benefits / value for money of the current models of delivery.
 2. Explore whether the current children and youth schemes being delivered are helping to deliver the aims of the LSP and Community Safety and Prevention Strategy
 3. Identify any gaps in our current children and youth provision and approach that needs to be addressed.

Timescales

The evaluation is expected to take up to six months.

Approach

- Review of all documentation and monitoring data including finance information.
- Use of the Cordis Bright Evaluation Toolkit.
- Face to face interviews/focus groups with project leads for LFB children and youth schemes .
- Focus groups with youth staff.
- Interview with senior management across Community and Fire Safety.
- Interview with Directors and selected Heads of Service to be determined.
- Focus Group with BCs and Area CS Staff.
- Interview one BC in each DAC area.
- Interview with DACs.
- Attend all the individual children and youth projects.
- Interview partners such as Transport for London, Mayor of London Youth Team, local authority Youth Services, Metropolitan Police and London Ambulance Service (LAS).

Project Management

One project management meeting a month to update on progress of evaluation which should take place after review of all project documentation, monitoring information and finance information

Regular project progress reports via email / telephone either on a weekly or fortnightly basis to deal with any issues arising.

Appendix 2 – Youth Review Evaluation Report

Subject - Youth Intervention / Engagement Services Review

For
Community Safety

Author
Terry Gooding – Borough Commander Bromley

Summary

This report provides a review of all of the centrally delivered Youth Intervention / Engagement schemes , along with local borough initiatives in line with the review objectives and scope. In March 2019, LFB secured two significant amounts of external funding including funding of £1.1 million from the Mayor of London to extend Fire Cadets to all London Boroughs and then in June 2019, a joint blue light project with the Metropolitan Police and London Ambulance Service (LAS) in secondary schools for £1.7m over four years. Both of these funding sources are time limited and work now needs to begin to assess and review what future provision LFB wants to provide around children and young people.

An external review by Cordis Bright was carried out in 2012 of all youth schemes but the breadth and volume of engagement carried out with children and young people by LFB has changed considerably and now needs to be reviewed to ensure the schemes are still relevant, providing value for money and taking advantage of all opportunities. Borough Commander for Bromley, Terry Gooding was appointed in October 2019 by AC Fire Stations to carry out a further review of the current LFB youth provision and to make recommendations for potential improvements.

Recommendations

The following key recommendations are suggested following the review:

1. LiFE discontinues in its current form with a drive to reduce the costs associated with the scheme. These savings and staff can be diverted into the expansion of the Fire cadet programme.
2. Consideration should be given to moving Outreach back across to the People Services directorate
3. Crossfire discontinues in its current form and the staff become part of the Education Team delivering it's secondary school function and supporting the delivery of Safety First.
4. Due to the growth across all 33 boroughs, Fire Cadets becomes it's own single delivery function and separated out from Education.
5. All remaining recommendations are investigated further as part of above suggested changes.

Background

6. The current London Safety Plan (LSP2017) set out a target for LFB to engage with over 100,000 children and young people annually. Investigation of this target has shown that LFB actually work formally with an estimated 250,000 children and young people (CYP) annually. LFB has a long standing track record of engaging with children and young people and the number and scope of youth programmes have increased particularly over the last five years. This schemes now need to be

Introduction

7. This review explores the impact the LFB CYP schemes have had on the following groups, in terms of outcomes:
 - Children & Young People
 - LFB staff
 - Partners/stakeholders
 - Local communities
8. The review has researched and provided recommendations in line with the following broad objectives:
 - (a) Provide information on the possible cost benefits / value for money of the current models of delivery.
 - (b) Explore whether the current CYP schemes being delivered are helping to deliver the aims of the LSP and Community Safety and Prevention Strategy.
 - (c) Benchmark current and future CS provision in line with the Mayoral objectives as laid out within the Violence reduction Unit (VRU)
 - (d) Identify any gaps in our current children and youth provision and the approach that needs to be addressed.

Approach

9. To meet the needs of the review the following approach was taken to gather the information required:
 - Review of documentation and monitoring data including finance information.
 - Interviews with Internal Stakeholders.
 - Questionnaires for scheme staff.
10. Interviews with partners:
 - Transport for London
 - Local Authority (LA) - LB Bromley & Barking and Dagenham
 - Metropolitan Police
 - London Ambulance Service (LAS)
 - GLA City Hall - Serious Youth Violence, Communities & Social Policy

All quantitative data used relates to financial year ending March 31st 2019.

Scheme review

11. The following centrally delivered youth intervention / engagement schemes have been reviewed within the scope of the project. The split between engagement and intervention reflected the difference between the short term intervention programmes like LIFE and more longer term engagement of Cadets. Outreach was included in the review due to it's role promoting career pathways with young people in schools, at career events and with the young people LFB work with.

Youth Intervention

- Local Intervention Fire Education (LiFE)
- Juvenile Firesetters Intervention Scheme(JFIS)
- Outreach

Youth Engagement

- Education Team
- Fire Cadets (FC)
- Crossfire
- Safety First

Youth Intervention Schemes

Local Intervention Fire Education (LiFE)

Background

12. LIFE is an intensive four-day course facilitated by Fire and Rescue staff and firefighters at fire stations for young people between the ages of 14 and 17. The course is based on the role of the firefighter and participants take part in a range of activities which include using ladders, wearing breathing apparatus, carrying out casualty rescue techniques and first aid. The programme offers the opportunity to develop a range of transferable skills which include leadership, social skills, communication and team work. In addition to this participants are educated about fire safety prevention, consequences, healthy living, and road and water safety. The aim of the course is to develop skills and experience to deter young people from anti-social behaviour, as well as learn skills to enable them to succeed and live safe and healthy lives.
13. The LIFE scheme was established in the Brigade in June 2002 to address a specific problem in Tower Hamlets. Fire crews at Shadwell Fire Station were suffering attacks and abuse from young people when attending incidents (including deliberate fire setting) in local housing estates. Positively engaging with the young people to prevent future attacks proved to be an effective strategy, and as a result this has become a mainstream youth intervention scheme specifically focussed on preventing and reducing anti-social behaviour.
14. In 2018/19 LIFE delivered 63 courses in the financial year engaging with 824 young people. This includes 4 Feltham Youth Offending Institute courses, 3 ONE LIFE multi agency courses with the MPS and LAS. The LIFE team piloted 8 Early Intervention Courses for 11-13 year olds and supported 3 Outreach Employability Days for young people.

15. Work with other emergency blue light partners has been delivered through a programme titled 'One Life'. These are one day programmes in areas where the Police and Fire service have identified as hotspots for anti-social behaviour, deliberate fire setting or attacks against the emergency services. The Police specifically recruit those identified as involved in this behaviour to attend this interactive day and receive education about the dangers and consequences of knife crime, fire setting and first aid training by the LAS. This programme has been so effective it reduced levels of anti-social behaviour to zero during the holiday when delivered. The boroughs of Hillingdon, Hounslow and Hammersmith & Fulham have seen positive results.
16. Promoting bespoke courses has proved very successful in attaining funding from partners by tailoring the course content to address current and local issues such as gang violence, abuse to young women, grooming, victims of crime, and health & well being. Partners such as the MPS and LA's have funds to address current issues that are high on the political and social agenda. This approach is essential to ensuring the longevity of LIFE and delivering a value for money service that meets local needs and priorities.
17. LiFE has an annual budget of 750K with vast majority of the budget spent on FRS salaries (382K) and operational salaries (250K).
18. The current staffing model is resource intensive. The current permanent establishment is:
 - 5 Operational Youth Trainers
 - 5 FRS D Team Leaders
 - 4 FRS B LIFE assistant roles
 - The permanent structure is also supported by 8-10 detached operational trainers from station per course
19. Reduced interest in detachments, coupled with EPT being unable to release staff due to service delivery issues has caused issues with providing the correct ratios of staff to effectively deliver courses.
20. As the programme has evolved over 17 years, the income generated from external sources ,such as LA's have been increasingly difficult to attain, particularly in the current austere climate. With a cut to central budgets, local authorities have limited funds for youth services with a high level of competing partners. Only 40K-53K has been generated annually in recent years. The team need to generate 187K annually to cover all budget requirements.
21. Currently courses run at 20% deficiency due to the lack of referrals, with very limited engagement from both the Pupil Referral Units (PRU's) and Youth Offending Team's (YOTs), which provide access to the most at risk young people involved in anti-social behaviour.
22. Trends are showing that Local Authorities are more likely to support funding bids for Cadets over LiFE. Feedback from LA's suggests that FCs is seen as offering better value for money and has a greater impact locally on the relevant LA. The Brigades Impact Factor which delivers crime prevention messages in secondary schools, also competes with LIFE for funding to tackle anti-social behaviour.

Findings from the Review

Strengths

- Tackles youth related knife and violent crime in London, which includes attacks against firefighters and the other emergency services.
- Young people respond well to engagement with the fire service and as a result develop a respect for all uniformed services
- It is a deterrent programme focussed on educating young people about the consequences of their choices to themselves, families and wider community, thus reducing the risk of offending behaviour.
- Can improve motivation, educational outcomes, education attendance, behaviour and future employment prospects through learning transferable skills.

Weaknesses

- Very expensive model per individual young person
- Relies on detachment of operational staff from stations
- Rarely have a full capacity of young people on an individual course
- External funding has been difficult to secure in the last 3-5 years

Improvements / Opportunities

- Staff trained in social worker skills
- Provide local BC's with "off the shelf" toolkits for localised delivery of life modules.
- Local station watch officers complete the fire station risk assessments. Currently this needs to be a member of the central team.
- Quarterly planning of courses instead of yearly to help to react to intelligence on where to locate courses.
- Structured programme for Senior Officers to attend Pass out parades
- Better marketing of LiFE through social media
- Independent Quality Assurance (QA) regime.
- Explore options to work with MPS and LA's to deliver aspects of LiFE within other agreed schemes such as safety First.
- Use existing skills of LiFE trainers to support the upscaling of the Fire cadet programme.
- The adoption of the "Amber Court days" initiative where a multi agency team go to estates with ASB issues rather than bring individuals to designated LiFE courses. Police led.
- Pilot , police led one day event , "One LiFE" currently delivered in a number of boroughs.
- Embed Outreach activities

LIFE Recommendations

23. LiFE discontinues in its current form with a drive to reduce the costs associated with the scheme. These savings and staff can be diverted into the expansion of Fire Cadets.
24. Investigate the option of formalising bespoke local intervention initiatives such as the "ONE LiFE" initiative to support the local management of risk associated with ASB and knife crime.
25. Explore opportunities for blue light collaboration to deal with ASB.

26. Make use of the operational cohort at stations to support the current shortfall of operational firefighters delivering the Fire Cadets.

Juvenile Firesetters Intervention Scheme (JFIS)

Background

27. The Juvenile Firesetters Intervention Scheme (JFIS) was launched in 2001 and has since received over 4,000 referrals to the service. JFIS works in all 33 London boroughs with children up to the age of 18 years (25 years where there are learning disabilities) who have demonstrated any type of firesetting behaviour; from curiosity fireplay in younger children to deliberate firesetting and arson in older children.
28. The education-based programme works with the child and their family to address the firesetting behaviour through identifying its cause, looking at the consequences of such actions and providing one to one, tailored fire safety education and advice. Research has evidenced that without intervention, as many as one in two firesetters will go on to repeat the behaviour.
29. Referrals are accepted from families and professionals including Brigade staff, social care departments, the police, youth offending teams, child and adolescent mental health teams and schools. The majority of JFIS referrals involve liaison with at least one other agency and in many cases multiple agencies. Since the inception of the scheme in 2001 the complexity of referrals made to the scheme has increased, meaning mental health and social care services involvement are frequent factors in JFIS case work. The changing nature of the referrals reflects the wider agenda of a children's workforce where all agencies have an increased duty to safeguard and act in cases of child protection. JFIS helps support the child in a specialised area where their own (and their family's) safety can be at risk. Its key priorities are to prevent and reduce firesetting, reduce anti-social behaviour and offending.
30. Alongside the central caseworkers the scheme had previously recruited interested staff (not currently utilised) from all parts of the Brigade allowing for the current pool of advisors to reflect the diversity of the Brigade and London and contribute their life experiences to the programme. Volunteers are also afforded the opportunity to widen their skills and knowledge in new areas of work that brings uniformed and FRS staff together across the various grades and ranks. The direct work with families is offered at a variety of venues to best meet the child's individual needs e.g. at home, school or Brigade HQ.
31. In January 2018 a pilot project was launched which sees JFIS delivering one to one fire safety sessions in Feltham Young Offenders Institute (YOF). The aim is to work with young people and impart fire safety education to reduce conviction of arson and deliberate firesetting. Tailored sessions are delivered focusing on key areas of fire safety, the dangers of fire and consequences of actions.
32. JFIS has been working with BCs offering advisory support to tackle arson and deliberate fires at borough level. The team have created a number of resources including a leaflet 'Putting a Stop to Arson' and a Handbook to assist with developing a local arson strategy. JFIS have met with the BCs of the top five boroughs in London for deliberate fires to look at data and how best to address the issues and promote partnership working with relevant agencies in their area.
33. JFIS has an annual budget of 267K. Caseworkers delivered fire setter intervention to 119 children/young people in 2018/19 (down 28% on 2017/18) with around 684 visits taking place by caseworkers. The number of visits includes attending professionals meetings, helping to support some

of the most vulnerable children in London e.g. children subject to Child Protection Plans, under the care of the LA and in secure units.

This equates to **£390** per visit, with on average **5** visits per case.

13 young people were sign posted on to LIFE courses following JFIS intervention in 2018/19.

Feedback suggests JFIS is seen as a professionally run initiative which supports the LFB's corporate aims as well as the Mayors ambitions.

Evaluation data demonstrates a high level of customer service satisfaction. Parents and carers who responded to the post service survey have witnessed a positive change in the behaviour of their child, in addition to their child's increased fire safety awareness.

34. During 2018/19 the LFB attended 381 deliberate domestic fires. Based on figures from 'the economic cost of fire', this equates to a cost of approx. £8 million. 54 of the deliberate domestic fires recorded were caused by children and young people. It should also be noted that this figure may be higher as fire setting by children or young people may be recorded as accidental or deliberate by crews depending on their interpretation of the circumstances surrounding the fire incident. JFIS are not always used as a referral pathway following these fires and work is being done to market the team to watches to improve referral rates.
35. JFIS were also the only youth team mentioned in the 2019 HMIC FRS inspection in line with the key line around juvenile fire setting.

Findings from the review

Strengths

- Bespoke 1-1 approach tailored to individuals needs
- Supporting young people in care which make up a high number of referrals
- Work with all abilities such as SEN, ADHD and all ages
- Re-parenting and flexible locations, Risk Assessment of properties. National network of JFIS advisors sharing best practice
- Relationship building with schools, prison, PRU, YOT due to visiting at their locations
- Multi agency case conference working
- Clinical supervision for fire setters advisors. Currently outsourced. Once a month.
- Detailed review on case closure by internal JFIS team
- Survey Monkey employed for feedback from referring agencies / parents
- Recidivism rates are extremely low

Weaknesses

- Closing down of cases takes longer than it should
- Long waiting lists exist due to limited number of trained JFIS advisors with no interventions in place for an independent review of cases requiring more than 3 visits. It is common place for some cases to not be actioned for prolonged periods of time whilst current cases are revisited on multiple occasions

Improvements / Opportunities

- A better marketing strategy to promote the scheme to our staff as well as the partner agencies
- A more strategic approach to securing a seat at Children's safeguarding boards

- Identifying Youth Engagement champions in each borough
- The opportunity to speak with trainees and officers in development.
- Long term analysis of fire safety behaviour by revisits in 6 months and 2 years.
- No 24/7 service. Office hours only 9-5 Mon to Fri.
- Independent Quality Assurance (QA) regime.
- Potential opportunities to work with adult Firesetters in conjunction with adult psychologist's. The current initiative at Feltham has been cited as an example of how JFIS can support the adult population. It has been suggested that the scheme should be expanded into Greenwich.
- Potential funding opportunities from Probation / mental health budgets to support adult Firesetting.
- Expand the scheme into adult safeguarding and potential funding from probation ,mental health provisions.
- Encourage MET / local authorities to build JFIS onto its diversion list and intranet.
- Services provided by local trained station based staff.
- Offer train the trainer course to staff and other FRS's
- Embed Outreach activities

JFIS Recommendations

36. JFIS continues with its existing central structure with some resilience built into the capability to deal with peak demands. This could take the form of other members of the wider department such as Education Officers or selective station based staff. This will help to alleviate long waiting times for visits. A small pool of staff across LFB detached on a need basis exist but are rarely used due to complexity around cases and levels of training. Currently the organisation holds a risk whereby it has been informed of a need for an intervention but it can not service that need due to a lack of capacity.
37. An independent review of cases where 3 visits have taken place will assist with the management of case loads.
38. Increased marketing of scheme internally through attendance at training events for officers and firefighter development sessions. Externally through presentations at Child / Adult safeguarding boards.
39. Review of contractual arrangements to provide better capability out of office hours and at weekends.
40. Extend targeted work with probation for youth firesetting. Feltham is a good example of how this is working on . This directly supports the VRU objectives set by the mayor. Potential funding exist from both mental health and probation budgets.
41. Income generation streams exist in the delivery of "Train the Trainer" sessions in conjunction with NFCC.
42. Work in partnership with Universities and other organisations. An example of this is delivery of adult firesetters fire safety education , in partnership with probation and mental teams through the University of Kent.
43. Develop further the work already undertaken to support arson reduction across the 33 boroughs. The current targeted approach across the top 5 boroughs has proven to support arson reduction and the sharing of best practice.

Outreach

Background

44. The role of the Outreach Team is to raise awareness of careers in the fire service amongst under-represented communities and sections of society which have never considered joining the fire service, to increase both diversity and talent into the workforce. The roles promoted include joining as an Apprentice firefighter, Control officer, Regulatory Fire Safety and other FRS positions. During 2018 / 2019 the outreach team attended 235 recruitment related events such as career fairs and employability workshops.
45. There is a longer term strategy planned to engage with young people aged 14-17 to encourage them to consider a career in the fire service from an early age and challenge stereotypes, through inviting them to 'Fire Brigade Taster days', where they can visit their local stations for organised talks about careers in Brigade and participate in some drills. These are targeted in areas with high Black, Asian and Minority Ethnic (BAME) communities to encourage them to engage with the Brigade as a uniformed organisation, through a positive experience. Meeting role models from the fire service at their local fire station and getting insight into the daily life at stations will be a powerful way to send this message.
46. The team also attended a number of career events such as at the Excel Centre in Newham where nearly 30,000 young people attended. Many were from BAME communities around Newham and this was their first experience speaking to the fire service about careers.
47. The Outreach team visit secondary schools to deliver employability workshops to encourage young people to consider the brigade and educate them about the role. The session is 60 minutes and is presented to classes of usually 20-30 young people at a variety of educational institutions. The interactive employability session encourages young people to think about how they sell themselves and includes exercises which challenge pre existing ideas particularly around gender stereotypes. One of these was organised at City Hall in conjunction with their Education and Youth Team for local youth services. Cadet and LIFE information is widely distributed at these workshops and events.
48. Outreach support local Borough Commanders (BCs) with youth education through a number of schemes. These range from mentoring circles, care leavers workshops and cadet workshops around employability.
49. Currently as of June 2020, 19 Volunteer Cadet Instructor's (VCIs) and six fire cadets have successfully joined as firefighters, along with two fire cadets and six VCI's placements into FRS and Control roles. There have also been three BAME appointments into FRS roles in Community Safety and one female firefighter completing her training who was recruited at the Excel event.
50. The Outreach team have an annual budget of (410K).

Findings from the review

Strengths

- Supports the Brigade's diversity targets through engagement with under represented groups to promote careers in the fire service across firefighter, control and FRS roles.
- Raises awareness opportunities for career development and progression to attract talent and diverse skills and experience into the organisation.

- Increases successful applications from under represented groups (Women, BAME & LGBT+)
- with the skills and talent to make a positive contribution to the LFB.
- Encourages young people to consider a career in the fire service
- Promotes apprenticeships in the Brigade
- Supports Cadets to provide career pathways

Weaknesses

- Large crossover with the work of People Services – lines are blurred
Improvements / Opportunities
- Consider moving the outreach team into the People Services directorate.
- Consider using the Princes Trust team programme to develop a team of individuals from under represented groups.
- BC's to take more local ownership for supporting outreach activities and local recruitment.
- Apprenticeship scheme developed further for FRS roles
- A policy for work experience for schools to access.
- A policy for work placements for adults.
- Develop a multi agency approach for outreach.
- Develop a strategy for working with primary schools.
- Build outreach sessions into other centrally delivered CS schemes.
- Outsource some aspects of outreach. The MET use Babcock to support their recruitment.
- Create Covenants in areas such as care leavers / probation.

Outreach Recommendations

51. Consideration should be given to moving the team back across to the People Services directorate, as a disconnect is felt by the Youth Intervention manager once the HR recruitment process is implemented for the individuals identified through outreach. This potential move back to People Services presents risks around the teams opportunity to innovate and respond quickly to outreach needs. Previous experience has shown that staff have become bogged down in the processes supporting the delivery of Outreach, which has had a detrimental effect on the front line delivery of events.
52. Greater accountability for BC's to support outreach activities through working with local partnerships. The 'Fire Brigade Taster days' idea is a good example of local opportunities.
53. Processes developed for work experience for young people and work placements for adults. Opportunities for Youth workers to gain vocational experience within the team would support VRU objectives.
54. Targeted events at prisons , young offenders institutions and schools to support VRU objectives.
55. Work with local BC's/SCs to forge closer links with career advisors in local schools, housing associations, care leavers and other employment partners to encourage them to signpost communities to outreach events / recruitment campaigns. This also support VRU objectives.
56. Develop systems to guide and support Fire Cadets and Volunteers who are suitable and interested in careers in the Fire Service, into employment.
57. Explore if the Education Team can include packages to deliver career information in Primary and Secondary schools to challenge stereotypes and influence career choices at an early age.

Youth Education schemes

Education Team

Background

58. LFB has a statutory duty to promote fire safety and the Brigade has run an educational programme in schools since 2001 with over 1.7 million school aged children and young people learning about fire safety in the home to date. The programme has an annual budget of (492K) and focuses on visiting very high and high risk priority schools by the central Education Team, and annually offers visits to three year groups: year 2 (children aged 6-7), year 5 (children aged 9-10) and year 8 (age 12-13) to provide a 60 to 75 minute classroom based session.
59. Brigade education officers use a range of media to educate pupils about the dangers of fire in the home. They focus on the principle messages of prevention, detection and escape from fire. In 2018/19, 3,388 fire safety workshops were delivered to 101,640 primary school aged children in 847 schools. This was an increase compared to 2017/18 when 811 schools were visited.
60. In terms of how schools are prioritised for visits, data from the Incident Risk Analysis Toolkit (iRAT) identifies those areas in London where accidental fires in the home are most likely to occur on a ward by ward basis. Every three years, this information is overlaid with the location of every primary school within Greater London. Schools are then risk ranked to reflect the likelihood of children attending them experiencing a fire at home and each school is placed into one of four risk categories (VH, H, M and L). Schools are then prioritised accordingly, and visits are targeted to those primary schools risk ranked as VH and H.
61. During the financial year 2018/2019 the Education Team have also educated young people in the following settings:
 - 56 secondary schools with 5,320 pupils seen. Six Special Educational Needs (SEN) schools were visited, with 138 pupils seen. SEN schools are seen on a request basis, and these have less students within each class so the groups that are visited are smaller,
 - Presentation deliveries to non-core remit groups, such as nurseries and other year groups outside of years 2, 5 and 8 are also provided. The Education Team attended 156 schools, which resulted in a further 7020 children receiving fire safety input.
 - Worked with the Borough Commander for Islington, delivering a programme of home schooling session at Islington fire station.
62. In addition to the central Education Team, fire station personnel have been provided with comprehensive education resource packs and accompanying guidance to assist with visiting the low and medium risk priority schools across London. The introduction of these resources to fire stations ensures that firefighters are able to provide consistent fire safety messages to those delivered by the Education Team. These packs and guidance now need to be updated in 2021.

Findings from the review

Strengths

- Scheme covers full prevention, detection and escape in line with corporate objectives.
- Well established scheme with strong links into local boroughs.
- Intelligence led, targeted approach to schools (needs reviewing).
- Access to large numbers of young people in a controlled environment.
- Professional, well trained staff for the core delivery of the scheme.

Weaknesses

- Education, Crossfire and Safety First all cross over and needs to be streamlined
- Limited due to term time contracts

Improvements / Opportunities

- Review the contractual arrangement for the educational officers. More flexible times and more permanent contracts to support the delivery of other schemes within and outside of school term times, both centrally and locally.
- Align both Safety First and Education team to provide a more flexible team.
- Move 3 x temporary staff to permanent
- Review criteria for selection of "High risk" schools. Current criteria creating false picture.
- Involve local BC's in the selection of schools to visit - "local knowledge"
- Better use of VR technology
- Training in autism, British sign language, and Makaton, - basic knowledge, developing the capability to support pupils with Special Educational Needs.
- Upgrade resources for educational officers. Web based instead of USB.
- Review of the data held on Farynor.
- Rebranding of uniform.
- A dedicated co-ordinator for the booking of school visits.
- No QA process in place
- A more partnership approach to the delivery based on a holistic ASB analysis of data.
- Marketing of opportunities with fire cadets and a career with the LFB.
- Train the teacher approach within LA's.
- Involvement of local crews in high risk visits.
- Expand visits to Care homes , nurseries and other community clubs.
- Expand teams remit to deliver other topics such as water and road safety.
- Greater involvement in community engagement in conjunction with local BC's.
- Development of a programme similar to Safety First but for junior schools.
- Independent Quality Assurance (QA) regime.

Education Recommendations

63. Review of Contractual arrangements for educational officers to offer more flexibility for staff to work outside of school term times and widen the remit of the role to allow for officers to support other central youth programmes delivered both centrally and locally within the boroughs.
64. Review learning outcomes and training material content to allow for more breath of subject material and focus on local issues.
65. Convert the three part time education officers to full time in line with the principles above dependant on funding.

66. Review the current selection criteria for "High risk" schools to include local knowledge from relevant BC's.
67. Revamp Educational Officers corporate uniform and training materials with more emphasis on VR technology.
68. Expand the audience to include prisons ,young offender institutions, care homes, nurseries and other community based groups to support VRU objectives.

Fire Cadets

Background

69. Fire Cadets costs (1.28M) annually to deliver and has been running since 2009, following the Young Firefighters scheme which was originally piloted in Bexley and Hackney in 2008. FC is now a nationally recognised and delivered long term youth engagement programme. In its original form it was a 12 month intervention that took place in term time for 14-18 year olds. In LFB, FC has developed considerably over the last five years and continues to transition into a volunteer supported/led model. At the point of Covid-19 enforced lockdown, the central team were approximately 4 weeks away from launching the final 10 (out of 15) Mayoral funded units at the beginning of the academic Summer term (on the 20th April 2020). This enforced lockdown has meant that the final push for recruitment and interviews of new cadets, the operational training of incoming new Volunteer Cadet Instructors (VCIs), and the work needed to finalise new venues, could not be fully completed. FC now has an established progression route for young people which means they can apply to stay on after their initial year, and apply for promotion to work up the ranks, which provides the opportunity to obtain further qualifications after they achieve a BTEC Level 2 qualification in Fire and Rescue Services in the Community in their first year. All the young people who join FC can stay on until they are 18 years old if they are successful in each promotion process, when they can then apply to become adult VCIs.
70. FC attend a fire station, one evening a week, for three hours to take part in Brigade led activities with a personal developmental and educational outcome and they experience working alongside operational firefighters, FRS staff and community volunteers. FC includes a wide range of practical, physical, community and classroom based elements where young people get the opportunity to experience new challenges, learn new life skills and widen their knowledge about the Fire Brigade, other emergency services and the community they serve.
71. FC benefits young people who are looking for a new activity/interest or friends, are interested in a career in the Fire Brigade, have been excluded socially or educationally, are lacking in confidence or self esteem, are at risk of anti-social behaviour and/or those with little or no direction in life. Young people apply themselves and have to attend an interview to join. There is no referral process for FC.
72. Becoming a Fire Cadet gives young people the opportunity to:
 - enhance key citizenship skills and build confidence and teamwork,
 - develop transferable, practical skills for future training or employment,
 - gain a nationally recognised BTEC qualification and NFCC awards,
 - progress through an established officer cadet programme until adulthood,

- get involved in positive social action activities,
- represent FC across London and nationally,
- play supportive roles in their local community and develop positive peer relationships,
- work in partnership with other uniformed cadet organisations,
- represent London Fire Brigade at prestigious events,
- raise knowledge of community safety and empower them to educate family and friends in community safety.

73. FC also offers adults from the local community and staff within the Brigade the opportunity to become involved in volunteering for the London Fire Brigade as VCIs. Many young people that start as fire cadets also progress on to become VCIs once they turn 18 years old. Other successes have been that fire cadets and VCIs have gone on to secure employment within the LFB such as Apprentices, Firefighters, Control staff, Education Officers and Fire Safety inspecting officers. In addition to being part of a FC unit, young people can build on their confidence and leadership further by becoming part of the FC Ceremonial Team, or applying to be a 'FC Ambassador'.
74. The Ceremonial Team contains 20 cadets and adult volunteers and acts as the showcase for the programme attending formal events such as remembrance day services or the annual carol service. There are currently 9 Fire Cadet Ambassadors from the Officer Cadet rank structure. Both the Ceremonial Team and Fire Cadet Ambassadors roles open up more opportunities to represent the Brigade at prestigious corporate and public events with Senior Officers and VIPs.

Findings from the review

Strengths

- Improve employability outcomes. Cadets can achieve BTEC qualifications. Successes have also included fire cadets and VCIs securing employment within the London Fire Brigade as Apprentices, Firefighters, Control staff, Education Officers and Fire Safety inspecting officers.
- Improve education outcomes, young people in the programme achieve an Edexcel Level 2 BTEC Award in Fire and Rescue Services in the Community, a BTEC Level 2 Certificate in teamwork and personal Development, and NFCC Awards 1,2, &3,
- Gender equality.
- Jack Petchey accredited.
- Clear outputs / outcomes via an accredited qualification.
- Effective evaluation via a national tool kit "Fire Cadet Manager Database". Give consideration for its use of QA.
- Use of Happy sheets at start, middle and end for evaluation with parents, schools and individuals.
- Mayoral funded (15 Units/boroughs)
- QA completed by fire cadet team leaders once a term.
- Employment opportunities for a diverse workforce.

Weaknesses

- No permanent structure to reflect units across all 33 boroughs
- Lack of operational and FRS volunteers to support all units

Improvements / Opportunities

- Defined career path into uniformed and FRS roles for cadets / VCI's. Consider pilot with Ambassadors.

- Improve on call FRSD rota. Currently only one for whole brigade. Consider one North and one South on a 7-day rota every 6 weeks.
- Use the operational resources from LiFE to support the logistical delivery of the fire cadet programme.
- Greater FRSB support needed for administration.
- A more defined volunteering policy.
- A process for succession planning implemented.
- Explore accrediting cadets with UCAS points / linking BTEC to apprenticeship outcomes.
- Specialist bespoke cadet groups for key groups such as PRU and people leaving care.
- No core budget currently exists. Consider charitable arm. Being explored at NFCC level
- Budget for VCI awards.
- Independent Quality Assurance (QA) regime.
- Develop a process for encouraging members of staff to volunteer as VCI's. Currently 30 out of the total workforce (as of December 2019).
- Commission Babcock to deliver training for VCI's and the wider cadet team. Currently done in house. This includes drill yard training and safeguarding.
- Embed VCI's into our IT / HR regimes. Currently on involvement
- A centrally funded recruitment campaign for VCI's.
- Independent Quality Assurance (QA) regime.

Cadets Recommendations

75. Due to the growth across all 33 boroughs, Fire Cadets becomes it's own single delivery function and separated out from Education.
76. The main risk associated with Fire cadets is linked to securing the funds to support the growth in the scheme since the mayoral funding was injected. Consolidate both LiFE and Crossfire budgets to support the delivery of Fire cadets going forward. Consideration should also be given to exploring the concept of managing fire cadets through a charitable arm.
77. Currently the 24/7 on call rota is managed through six members of staff on a rolling basis. This works effectively and needs to be maintained.
78. Give consideration to increase the FRSD team leaders from 3 to 4 to offer more alignment to the structure of the areas and support the recent growth in the fire cadet units.
79. Currently the FRSC's workload does not equate to the grade. They hold a lot more responsibility and risk compared to a member of staff with the same grade in another CS department. An evaluation of the job description for these members of staff is suggested.
80. Explore dedicated career paths for fire cadet / VCI recruitment into FRS, control and operational roles through outreach.
81. Commission Babcock through the TCAP process to deliver the training to VCI's and the wider cadet team. Review training syllabus to encompass education on domestic abuse and knife crime to support VRU objectives.
82. Development of a volunteering strategy to encourage community support as well as staff volunteering.
83. Explore options to align BTEC outcomes with fire service apprentice standards and criteria for UCAS points.

Crossfire

Background

84. Crossfire uses education to reduce anti social behaviour, deliberate fires and hoax calling. All of its projects are run in conjunction with numerous other agencies which are recruited and co-ordinated by the Crossfire team. Crossfire deliver a range of educational programmes in primary schools, secondary schools, pupil referral units, colleges, youth clubs and other community groups. This multiagency approach enables Crossfire to tailor the content of its programmes to meet the specific needs of the schools or local communities. Crossfire has a permanent structure of one Leading Firefighter, one FRS C and one FRS Bs with a further long term FRS B seconded into the team.
85. Crossfire provides three main educational programmes which are coordinated and delivered at a local level. Junior Impact Factor days are delivered to Years 1, 4, and 6, with a variety of partner agencies such as the MPS, NSPCC, Dogs Trust and LAS. Within primary schools a variety of fire safety messages are delivered to three year groups. As the children progress through the school these workshops build on the messages from previous years to provide continuity in the child's learning.
86. Impact Factor is a programme for young people aged between 12 and 14 (Year 8 and 9) to support citizenship and personal, social, health and economic (PSHE) programmes within secondary schools. This one day programme explores decision making, choices, and consequences through real life re-enactments of critical incidents. Partners include the MPS, Rape Crisis, Generation F, Safer London Foundation, LAS and charities like The Blue Cross.
87. Crossfire manages Croydon boroughs BALO role and deals with all issues relating to Arson across the partnership within the borough.
88. The All Ages Family Safety Challenge (AAFSC) is an annual competition designed to improve the safety of Croydon's households. It covers a variety of topics including fire, water, road and internet safety as well as first aid. These inputs are delivered to community members of all ages including children, young people and adults. The aim of the AAFSC is to illustrate that the awareness of safety in households is not always just the responsibility of the adults and that the whole family can work together to improve their awareness of safety issues.
89. Across the breadth of its educational engagement schemes, Crossfire delivers workshops to over 20,000 children and 1,000 adults each year. The majority of these sessions are accompanied by other agencies coordinated by the Crossfire Team. This unique selling point enables Crossfire to secure funding streams every year from a multitude of sources. This project is now running regularly in Croydon, Bromley, and Bexley and has also delivered ad-hoc in Lewisham, Southwark, Tower Hamlets, Kensington and Chelsea, Newham and Haringey.
90. Crossfire has an annual budget of **(34K)**, which is complemented by external funding from the boroughs cited above.

Findings from the review

Strengths

- Creates it own funding in high boroughs with high levels of crime
- Interacts with large volumes of young people (approx. 20000). Value for money.

- Not resource heavy
- A Bespoke product that can be customised to address issues relating to the school / borough in question.
- Delivers to both Secondary and Primary schools as well as PRU's.
- Multiagency approach
- Excellent Feedback and Evaluation process

Weaknesses

- Duplicates the work of the central Education and Junior Citizens programmes in specific boroughs. Visits not co-ordinated with Education Programme.
- Separate brand to existing LFB Education Team creates confusion.

Improvements / Opportunities

- Deliver the secondary school Impact factor sessions as part of the safety First initiative and secondary school visits as part of the Education Team..
- Deliver Safety First messages, through Junior Impact factor, in junior schools.
- Consider using central staff to deliver Impact factor days to self funding boroughs. Currently funded by Croydon and Bromley. A targeted approach at alternative schools to main stream such as PRU, SEN.
- Transfer the responsibility for the BALO role in Croydon to the local Borough Commander.
- AAFSC is transferred to the local Borough Commander and managed as a local initiative.
- Independent Quality Assurance (QA) regime.
- Embed Outreach activities

Crossfire Recommendations

91. Crossfire discontinues in its current form and the staff become part of the Education Team delivering it's secondary school function and supporting the delivery of Safety First. Consideration needs to be given to locally funded bids for Safety First above the commitment of the initiative.
92. Explore the feasibility of maintaining the option for Junior Impact factor in boroughs where there is no Junior Citizens. This could be amalgamated into the education officer role or left as a stand alone capability. The flexibility of crossfire means the scheme is able to support all of the VRU objectives except supporting the Young Persons Action Group.
93. Transfer responsibility for the BALO role to local management within Croydon borough.
94. AAFSC is managed and funded as a local initiative within the borough of Croydon with consideration given to producing a toolkit for to support implementation across all boroughs to support VRU objectives aligned to supporting parents.

Safety First

Background

95. The "Safety First" youth engagement scheme involves LFB, MPS and LAS joining up youth provision in secondary schools. Safety First is planned to launch in 2020 and will involve all secondary schools in London receiving a one day input similar to Crossfire's Impact Factor to (Year 8s) on a range of community and wider safety issues such as arson, knife and gun crime, dangers of drink and drugs,

raising awareness of water and road safety and also combined efforts to reduce wider criminal behaviours and community concerns such as moped crime and anti-social behaviour. Sessions will contribute towards a range of mayoral priorities. The three organisations are also working together on setting up a prevention hub and enhancements around designing out crime. The programme will aim to cover all London Boroughs (secondary schools) within four years.

96. The programme is funded through the Metropolitan Police Transformation Fund with LFB committed to deliver the booking co-ordination role. Two LFB officers are funded (82K) at FRS D and FRS B for a booking co-ordinator and overall co-ordination manager. A further three Education Officers (FRS B) are funded through the current LSP Implementation Fund.

Findings from the review

Strengths

- Help meet LSP commitment around demonstrating progress on Blue Light Collaboration
- Help meet LSP commitment around youth intervention particularly help to meet the target of reaching 100,000 children and young people annually with fire safety messages
- Support Mayor of London priorities around reducing serious violence and knife crime
- Help highlight the positive work that the Brigade undertakes with young people and help position us to secure additional external funding through bids and commissioning to deliver wider youth services

Weaknesses

- Programme not yet started

Improvements / Opportunities

- Opportunities to expand the Safety First concepts across the junior school portfolio.

Safety First Recommendations

97. Explore options to deliver LA funded events above the required number of events defined by the initiative. Local BC's have been successful in securing funds from LA's for the Impact Factor which can easily be transferred across and delivered as Safety First.

Impact of CoVid-19

98. The review of youth services was impacted by Covid-19 in March 2020 which led to the postponement of all LFB youth schemes for the foreseeable future. The change from frontline delivery to young people directly has led to a variety of innovation through the use of interactive virtual online engagement such as virtual Fire Cadet unit meetings and JFIS client support sessions. The lessons learned through these changes should be evaluated and fed into future delivery options of all youth provision.

Local Borough Initiatives

Background

99. Every BC works with partners in their borough to develop, implement and increase the Brigade's children and youth engagement schemes at a local level. BCs also work to support partner children and

youth engagement interventions and schemes and these cover a wide variety of themes including health, anti-social behaviour, crime and gang prevention, employment and training.

100. Funding is secured locally for the majority of locally delivered schemes either through local strategic partnerships or bids to The Mayors Office for Police and Crime MOPAC via the Safer Neighbourhood Boards (SNB).
101. Staff from Area Community Safety Teams support locally delivered schemes across the brigade, most notably with Junior Citizens.

Junior Citizens

Background

102. Junior Citizens (JC) events are multi agency events funded and coordinated by the Police, Local Authority or a Charity. The Brigade has been participating at borough level in JC events for many years. At the events there are likely to be a wide variety of agencies such as Network Rail, St John's Ambulance/Red Cross, Local Authority, London Transport, Transco, Port of London Authority and others. The events are based around the themes of crime, citizenship and personal safety. The events target school children between 9–11 years old and take them through interactive scenarios from which they learn important safety information.
103. Participating agencies set up interactive 'activity stations' through which children can learn important information. Children take part in each activity station in groups, spending on average ten minutes in each.
104. In some JC events, the Brigade has two activity stations, the second teaches children about fire hazards and reducing risks of fires in the home. The events usually run for one - two week periods.

Findings of the review

105. JC events offer a great opportunity to integrate FRS staff with operational staff whilst out in the community, delivering CS advice. Feedback from the FRSE area team leaders is that these interactions and team working assist with relationship building and the ongoing support they offer the station personnel. Light Duty staff support many of the events which affords them an opportunity to do some meaningful work whilst recovering from their injuries.
106. JC events offer a holistic approach to community safety and greatly assist the young people with preparation for attendance at secondary school which is one of the Mayoral objectives.

Junior Citizen Recommendations

107. A more targeted approach to locations used to help highlight issues relating to the borough. More visibility of partners in the areas showing the greatest concern.
108. Develop LFB workshop to further support the Mayoral objectives around preparation for secondary school and opportunities for youth worker training.

109. Greater interaction and use of station based staff to deliver the events. Ad hoc detachments to support peak levels of activity and developmental aspirations.
110. Consider using SR for appliances to do multiple visits on a day or crews to "split" into pairs to deliver workshops.
111. Less workshops due to the potential for information overload for the young people. Consider increasing the LFB workshop to 20 minutes.
112. Greater use of VR technology to support the themes of the workshops.

Prison Me No Way

Background

113. The No Way Trust is a national educational charity set up in 1993 .The aim of PMNW is to raise awareness amongst young people, aged 8 to 18, about the causes, consequences, penalties and impact of crime.
114. Nationwide, the Trust currently works proactively with over 2,000 secondary schools and more than 1,800 other youth organisations including voluntary youth groups, charities, groups of excluded and disaffected young people, pupil referral units, youth offending teams, magistrates, secure units and attendance centres, Police, the Brigade and other Fire and Rescue Services. Schools or other partners commission a PMNW session in a borough and the Brigade supports the delivery of the session.

Findings from the review

115. The main delivery tool that the Brigade are directly involved with is multi-agency "Crime & Safety Awareness Days". Pupils in Years 8-10 are removed from their normal daily school cycle for the day and encouraged to respect the value of their freedom by experiencing the restrictive aspects of prison life first hand through interactive workshops to learn about the possible consequences of becoming involved in antisocial or criminal behaviour.
116. These innovative workshops include meeting a life-term prisoner and hearing a 'no holds barred' account of their experiences, and spending time in a reconstructed, scale mobile prison cell. All PMNW events are facilitated by two members of staff for a full day and the composition of staff attending vary from each area and borough. The Brigade attended 10 PMNW events during 2018/19 and approximately 1,800 children were seen.

PMNW Recommendations

117. PMNW relies on securing external funding, normally through the police or local authority. It is an expensive programme at £2850 per day and focuses mainly on police issues relating to crime and disorder. Consideration should be given to using Safety First or The Impact Factor (approx. £800 per day) to deliver more bespoke messages aligned to LFB and mayoral objectives.
118. Consider the opportunity to piggy back on PMNW where we are unable to provide a service through other schemes. This will avoid scheme costs, planning and allow for LFB representation.

School Visits - Station Based Staff

Background and findings

119. Traditionally station staff have visited schools, along with the fire appliance, deemed as medium and low risks in line with the current methodology. Ad hoc visits are also requested as part of open days / fetes but rarely involve a structured educational input. These visits tend to be more about fun for the young people rather than educational.

Recommendations

120. Greater flexibility for BC's to direct resources to schools locally. The current risk assessment methodology does not allow for stations to undertake visits at schools deemed as high risk as these are visited by the EO's. A more collaborative approach would enable station based staff to support EO's at visits and offer a more customised approach to messages.

121. Local geographical risks considered when deciding on messages for visits.

122. Station staff offered detachments to support delivery of schools visits on an ad hoc basis to support peaks in demand and developmental aspirations.

123. Toolkits (undated education packs) supplied by the Educational Team to assist station based staff with delivery, whilst maintaining a standard approach to the messaging. Consideration given to aligning messaging to LFB objectives and Mayoral objectives.

124. Explore opportunities for Fire Cadets to support events, either in person or by use of social media such as Facetime or pre recorded video.

Hazard House

Background

125. The hazard house is a specially designed learning environment for teaching children and, where appropriate, other members of the community, about home fire safety in an interactive way. The event allows participants to identify common hazards first-hand and provides a controlled environment for them to act out and practise their response to a fire in the home.

126. The environment consists of a domestic mock-up with household furnishings and the specially designed hazard house props to replicate a domestic living space.

127. The purpose of the hazard house concept is to provide an interactive educational opportunity in a realistic and safe environment that will support and promote fire safety to people within the community. This is achieved by providing visual examples and practical experiences that focus on the themes of: Prevention, Detection, Escape and calling 999.

Hazard House Recommendations

128. The policy is currently under review and is being managed outside of the scope of this review paper.

Overarching Themes and Recommendations

129. A number of common themes relate to all schemes , both within Intervention, Engagement and local initiatives.
130. A need for an independent "root and branch" QA regime. Consideration should be given to use the team within Operational Policy & Assurance who currently fulfil the independent role for fire station QA audits. Fire Cadets already have a QA process in place and this could act as the start of discussions with Ops Policy and Assurance.
131. Consideration should also be given to a structured regime of peer review within the department as well as commissioning academic partners similar to the current Houseboat project which is linked to John Moores University. This could also be undertaken by other Fire and Rescue Services through the NFCC.
132. Capture of feedback from the customer through use of a common database , across all schemes , such as Survey Monkey which is already used by Cadets, LIFE and JFIS.
133. Embed the suite of CS schemes within the Electronic Personnel Development Records for developing Firefighters and Leading Firefighter.
134. Further discussions with Area CS staff about how they could be trained to support more of the centrally delivered youth programmes.
135. Embed outreach activities within the delivery of all schemes.
136. Continued marketing and communication of LFB youth schemes internally and externally to increase referrals, awareness and potential funding opportunities.
137. The organisational chart for the departments appears confusing. A restructuring of youth teams will support a number of recommendations within this review.
138. Provide modular toolkits to BC's for use for locally funded events with children and young people.
139. **Appendix A** shows a matrix of the mayoral objectives for year 1 of the Violence Reduction Unit (VRU) mapped against what the schemes currently deliver. The matrix also shows how the recommendations within the report would further support the VRU objectives.

Conclusions

140. This report provides a snapshot of the extensive activity of youth engagement and intervention, both centrally and within all boroughs. There is a clear and strong commitment and enthusiasm to children and youth engagement and some suggested improvements which could lead to even better outcomes and outputs.
141. Going forward, the Brigade needs to decide on the strategic direction it wishes to pursue. Opportunities exist to embed other activities in the core of what we deliver such as outreach and a robust quality assurance regime.

142. Decisions need to be made as to what our youth offer aims to achieve and how it aligns to both the LFB strategic objectives and that of the Mayor of London.

Currently supported X
Potential post review *

Appendix A

Mayor of London - Violence Reduction Unit (Year 1 Prioritise)

	LiFE	JFIS	Outreach	Education team	Fire Cadets	Crossfire	Safety First
Expanding after-school provision in high-crime areas	*			*	*	*	
Supporting the often-difficult transition from primary to secondary school				*	*	*	
Supporting schools to reduce school exclusions by piloting a programme of inclusion and nurturing			*	*	*	*	
Extra support for young people affected by domestic violence	X				X	X	*
Supporting parents – expanding access to parenting programmes	*				*	*	*
Invest in London's youth workers by co-producing a programme of training and development	*		*	*	*	*	*
Working with young people on establishing a Young Persons' Action Group to inform the Unit's work					*		
Piloting programmes in prisons and young offender institutions	X	X	X	*	*	*	*

Working at a neighbourhood level and with local Community Safety Partnerships continue developing best practice and multi-agency action plans to address violence and knife crime	X		X	*	*	*	*
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Appendix 3 – Review of Recommendations per Programme

	Recommendation	Agreed Y/N	Comments
LIFE (1)	LIFE discontinues in its current form with a drive to reduce the costs associated with the scheme. These savings and staff can be diverted into the expansion of Fire Cadets.	Y	
LIFE (2)	Investigate the option of formalising bespoke local intervention initiatives such as the "ONE LiFE" initiative to support the local management of risk associated with ASB and knife crime	N	Further work to be carried out post youth review and Co-Vid to work with BCs to see what the demand is for local borough initiatives
LIFE (3)	Explore opportunities for blue light collaboration to deal with Anti Social Behaviour (ASB)	Y	
LIFE (4)	Make use of the operational cohort at stations to support the current shortfall of operational firefighters delivering the Fire Cadets	Y	
JFIS (1)	JFIS continues with its existing central structure with some resilience built into the capability to deal with peak demands. This could take the form of other members of the wider department such as Education Officers or selective station based staff. This will help to alleviate long waiting times for visits. A small pool of staff across LFB detached on a need basis exist but are rarely used due to complexity around cases and levels of training. Currently the organisation holds a risk whereby it has been informed of a need for an intervention but it can not service that need due to a lack of capacity	Y	
JFIS (2)	An independent review of cases where 3 visits have taken place will assist with the management of case loads	Y	
JFIS (3)	Increased marketing of scheme internally through attendance at training events for officers and firefighter development sessions. Externally through presentations at Child / Adult safeguarding boards	Y	
JFIS (4)	Review of contractual arrangements to provide better capability out of office hours and at weekends	Y	
JFIS (5)	Extend targeted work with probation for youth firesetting. Feltham is a good example of how this is working on . This directly supports the VRU objectives set by the mayor. Potential funding exist from both mental health and probation budgets	Y	
JFIS (6)	Income generation streams exist in the delivery of "Train the Trainer" sessions in conjunction with NFCC	Y	
JFIS (7)	Work in partnership with Universities and other organisations. An example of this is delivery of adult firesetters fire safety	Y	

	education , in partnership with probation and mental teams through the University of Kent		
JFIS (8)	Develop further the work already undertaken to support arson reduction across the 33 boroughs. The current targeted approach across the top 5 boroughs has proven to support arson reduction and the sharing of best practice	Y	
Outreach (1)	Consideration should be given to moving the team back across to the People Services directorate, as a disconnect is felt by the Youth Intervention manager once the HR recruitment process is implemented for the individuals identified through outreach. This potential move back to People Services presents risks around the teams opportunity to innovate and respond quickly to outreach needs. Previous experience has shown that staff have become bogged down in the processes supporting the delivery of Outreach, which has had a detrimental effect on the front line delivery of events	Y	
Outreach (2)	Greater accountability for BC's to support outreach activities through working with local partnerships. The 'Fire Brigade Taster days' idea is a good example of local opportunities	Y	
Outreach (3)	Processes developed for work experience for young people and work placements for adults. Opportunities for Youth workers to gain vocational experience within the team would support VRU objectives	N	
Outreach (4)	Targeted events at prisons , young offenders institutions and schools to support VRU objectives	N	
Outreach (5)	Work with local BC's/SCs to forge closer links with career advisors in local schools, housing associations, care leavers and other employment partners to encourage them to signpost communities to outreach events / recruitment campaigns. This also support VRU objectives.	Y	
Outreach (6)	Develop systems to guide and support Fire Cadets and Volunteers who are suitable and interested in careers in the Fire Service, into employment	Y	
Outreach (7)	Explore if the Education Team can include packages to deliver career information in Primary and Secondary schools to challenge stereotypes and influence career choices at an early age	Y	
Education (1)	Review of Contractual arrangements for educational officers to offer more flexibility for staff to work outside of school term times and widen the remit of the role to allow for officers to support other central youth programmes delivered both centrally and locally within the boroughs	Y	
Education (2)	Review learning outcomes and training material content to allow for more breath of subject material and focus on local issues	Y	
Education (3)	Convert the three part time education officers to full time in line with the principles above dependant on funding	Y	

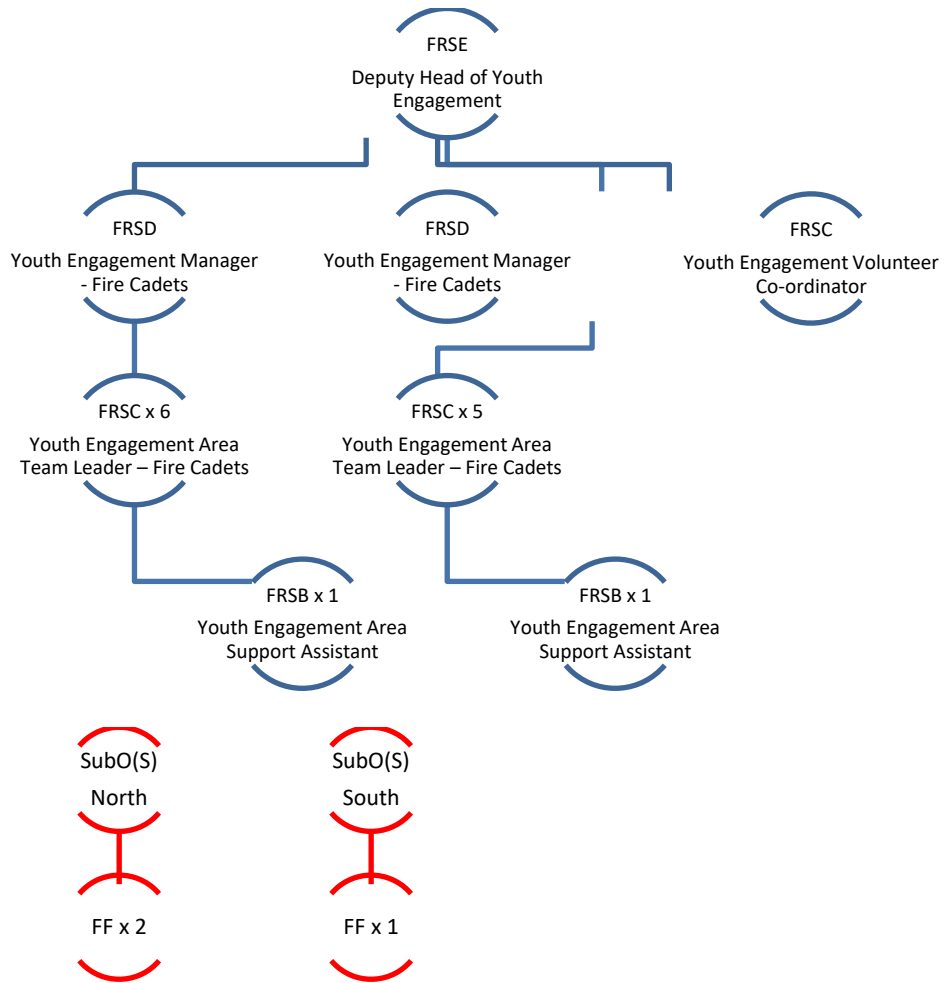
Education (4)	Review the current selection criteria for "High risk" schools to include local knowledge from relevant BC's	N	This should be conducted in 2/3 years
Education (5)	Revamp Educational Officers corporate uniform and training materials with more emphasis on VR technology	N	Corporate Uniform is consistent with branding. Training materials constantly being reviewed and VR not appropriate for short timescales in the classroom
Education (6)	Expand the audience to include prisons ,young offender institutions, care homes, nurseries and other community based groups to support VRU objectives	N	Lack of capacity to deliver this against meeting school visit targets
Fire Cadets (1)	Due to the growth across all 33 boroughs, Fire Cadets becomes it's own single delivery function and separated out from Education	Y	
Fire Cadets (2)	The main risk associated with Fire Cadets is linked to securing the funds to support the growth in the scheme since the Mayoral funding was injected. Consolidate both LiFE and Crossfire budgets to support the delivery of Fire Cadets going forward. Consideration should also be given to exploring the concept of managing Fire Cadets through a charitable arm	Y	
Fire Cadets (3)	Currently the 24/7 on call rota is managed through six members of staff on a rolling basis. This works effectively and needs to be maintained	Y	
Fire Cadets (4)	Give consideration to increase the FRSD team leaders from 3 to 4 to offer more alignment to the structure of the areas and support the recent growth in the fire cadet units	N	Structure will be based on funding secured
Fire Cadets (5)	Currently the FRSC's workload does not equate to the grade. They hold a lot more responsibility and risk compared to a member of staff with the same grade in another CS department. An evaluation of the job description for these members of staff is suggested	Y	
Fire Cadets (6)	Explore dedicated career paths for fire cadet / VCI recruitment into FRS, control and operational roles through outreach	Y	
Fire Cadets (7)	Commission Babcock through the TCAP process to deliver the training to VCI's and the wider cadet team. Review training syllabus to encompass education on domestic abuse and knife crime to support VRU objectives	N	Already looked into, outside of Babcock contract
Fire Cadets (8)	Development of a volunteering strategy to encourage community support as well as staff volunteering	Y	

Fire Cadets (9)	Explore options to align BTEC outcomes with fire service apprentice standards and criteria for UCAS points	N	BTEC delivered is specialist and NFCC agreed for Fire Cadets so can't be changed. Cant claim UCAS points against specialist BTEC
Crossfire (1)	Crossfire discontinues in its current form and the staff become part of the Education Team delivering its secondary school function and supporting the delivery of Safety First. Consideration needs to be given to locally funded bids for Safety First above the commitment of the initiative	Y	
Crossfire (2)	Explore the feasibility of maintaining the option for Junior Impact factor in boroughs where there is no Junior Citizens. This could be amalgamated into the education officer role or left as a stand alone capability	Y	
Crossfire (3)	Transfer responsibility for the BALO role to local management within Croydon borough	N	
Crossfire (4)	AAFSC is managed and funded as a local initiative within the borough of Croydon with consideration given to producing a toolkit for BCs to support implementation across all boroughs to support VRU objectives aligned to supporting parents	Y	
Safety First (1)	Explore options to deliver LA funded events above the required number of events defined by the initiative. Local BCs have been successful in securing funds from LAs for the Impact Factor which can easily be transferred across and delivered as Safety First	Y	
Junior Citizens (1)	A more targeted approach to locations used to help highlight issues relating to the borough. More visibility of partners in the areas showing the greatest concern	Y	
Junior Citizens (2)	Develop LFB workshop to further support the Mayoral objectives around preparation for secondary school and opportunities for youth worker training	N	Focus of LFB input needs to be on fire and related risks
Junior Citizens (3)	Greater interaction and use of station based staff to deliver the events. Ad hoc detachments to support peak levels of activity and developmental aspirations	N	Enough capacity in Area Teams/central CS to deliver
Junior Citizens (4)	Consider using SR for appliances to do multiple visits on a day or crews to "split" into pairs to deliver workshops	N	As above
Junior Citizens (5)	Less workshops due to the potential for information overload for the young people. Consider increasing the LFB workshop to 20 minutes	N	Standard format outside of LFB control

Junior Citizens (6)	Greater use of VR technology to support the themes of the workshops	N	
PMNW (1)	PMNW relies on securing external funding, normally through the police or local authority. It is an expensive programme at £2850 per day and focuses mainly on police issues relating to crime and disorder. Consideration should be given to using Safety First or The Impact Factor (approx. £800 per day) to deliver more bespoke messages aligned to LFB and mayoral objectives	Y	
PMNW (2)	Consider the opportunity to piggy back on PMNW where we are unable to provide a service through other schemes. This will avoid scheme costs, planning and allow for LFB representation	N	LFB would be expected to contribute
Station based school visits (1)	Greater flexibility for BCs to direct resources to schools locally. The current risk assessment methodology does not allow for stations to undertake visits at schools deemed as high risk as these are visited by the EOs. A more collaborative approach would enable station based staff to support EOs at visits and offer a more customised approach to messages	N	Further work to be undertake to determine how this could work through a pilot.
Station based school visits (2)	Station staff offered detachments to support delivery of schools visits on an ad hoc basis to support peaks in demand and developmental aspirations	N	
Station based school visits (3)	Update Toolkits (undated education packs) supplied by the Educational Team to assist station based staff with delivery, whilst maintaining a standard approach to the messaging. Consideration given to aligning messaging to LFB objectives and Mayoral objectives	Y	
Station based school visits (4)	Explore opportunities for Fire Cadets to support events, either in person or by use of social media such as Facetime or pre recorded video	Y	Will be explored further, potential for volunteers
Hazard House (1)	The policy is currently under review and is being managed outside of the scope of this review paper.	Y	
All (1)	A need for an independent "root and branch" QA regime. Consideration should be given to use the team within Operational Policy & Assurance who currently fulfil the independent role for fire station QA audits. Fire Cadets already have a QA process in place and this could act as the start of discussions with Ops Policy and Assurance	Y	
All (2)	Consideration should also be given to a structured regime of peer review within the department as well as commissioning academic partners similar to the current Houseboat project which is linked to John Moores University. This could also be undertaken by other Fire and Rescue Services through the NFCC	Y	

All (3)	Capture of feedback from the customer through use of a common database , across all schemes , such as Survey Monkey which is already used by Fire Cadets, LIFE and JFIS	Y	
All (4)	Embed the suite of CS schemes within the Electronic Personnel Development Records for developing Firefighters and Leading Firefighter	Y	
All (5)	Further discussions with Area CS staff about how they could be trained to support more of the centrally delivered youth programmes	Y	
All (6)	Embed outreach activities within the delivery of all schemes	Y	
All (7)	Continued marketing and communication of LFB youth schemes internally and externally to increase referrals, awareness and potential funding opportunities	Y	
All (8)	The organisational chart for the departments appears confusing. A restructuring of youth teams will support a number of recommendations within this review	Y	
All (9)	Provide modular toolkits to BC's for use for locally funded events with children and young people	Y	

Appendix 4 – Fire Cadets Proposed Establishment and Structure – Option 3



Appendix 5 – Youth Review EIA

Standard Equality Impact Assessment Form

Question 1: Which Team, Department, or Project Board is responsible for carrying out the Standard Equality Impact Assessment?

Name	Community Safety (Fire Safety)
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Question 2: Lead assessor's contact details

Name	Chris O'Connor	Mobile No	07881 269510
Job title	Head of Community Safety	Extension	
Department	Fire Safety	Email	Chris.oconnor2@london-fire.gov.uk

Question 3: Title of / policy (please include the policy number) / project / report / proposed change / initiative / decision

Youth Review

Question 4: Is the work...

New	X	A complete redesign	
A small change or policy review		Other (e.g. reviewed as current)	

Question 5: Briefly outline the aim and the purpose of the work

Aim	An independent review was undertaken on the Brigade's children and young people's provision
Purpose	To determine if the Brigade's children and young people's provision was still relevant, effective and value for money

Question 6: Has an EIA been conducted previously? (please tick)			
Yes		No	X
If yes, attach a copy. If no, state the reason.			

Question 7: Who is it intended to benefit / Who does the change affect?					
Staff	X	Wider public	X	Service users	X
Other (please state)	Partner Organisations				

Initial Equality Impact Assessment – Screening Stage

Complete the table below to see whether you need to complete a full Equality Impact Assessment.

Question 8: Identifying the impacts	
<p>Consider the relevance of the policy / project / decision on each group below and describe any impacts identified.</p> <p>NB: Some characteristics may attract multiple impacts e.g. age: positive impact on older people, adverse impact on younger people.</p>	
Protected Characteristic	Level of Impact (Positive impact, neutral impact, adverse impact)
Age	Neutral – The review recommended that LIFE stops delivery and Crossfire subsumes into the Education Team. Overall this will not have an adverse impact on young people as the resources will be transferred to make Fire

<p>(younger, older or particular age group)</p>	<p>Cadets a sustainable model in every London Borough and to support more Fire safety inputs in schools. It is estimated that the number of young people that will be engaged with will approximately remain the same. In addition the age range of young people engaged with will not change. Worse case scenario is that the difference between LIFE stopping and Cadets in every borough would be around 150 less young people directly engaged with. Given that LFB engages with over 200,000 children and young people annually, this is a very small number. At present LIFE and Crossfire are temporarily suspended due to Covid. Staff have been temporarily moved to support Cadets and Education which continues to run digitally with face to face activity resuming from September 2020.</p> <p>Affected staff represent a large age range and we therefore do not anticipate any adverse impact on a particular age group.</p>
<p>Disability</p> <p>(physical, sensory, mental health, learning disability, long term illness, hidden)</p>	<p>Neutral – the numbers of young people that the revised Brigade offer will provide will not reduce and therefore will not have an impact. There are no young people currently involved with LIFE or Crossfire who will need any form of communication regarding the changes. Both the Education Team and Cadets already cater for young people with disabilities.</p> <p>Staff disability information not available due to small numbers making information identifiable, therefore we are not able to assess impact directly on disabled staff, however in CS we do have staff with disabilities and reasonable adjustments will always be considered on a case by case basis.</p>
<p>Gender reassignment</p> <p>(someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	<p>Neutral – as per Disability</p>
<p>Marriage / Civil Partnership</p> <p>(married as well as same-sex couples)</p>	<p>Neutral – as per Disability</p>

<p>Pregnancy and Maternity</p>	<p>Neutral – there are two affected staff members currently on maternity leave who will be back before any restructuring is progressed</p>
<p>Race (including nationality, colour, national and/or ethnic origins)</p>	<p>Neutral – Fire Cadets has a 50% representation for both BAME and Females. This is an overrepresentation when compared to the wider workforce and London (13% and 40% respectively)</p> <p>Affected staff in LIFE, Crossfire and Outreach total 33% BAME. This is broadly representative of the FRS representation for ethnicity and we do not anticipate an adverse impact on any particular ethnicity group as a result of this proposal.</p>
<p>Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))</p>	<p>Neutral – as per Disability</p>
<p>Sex (men and women)</p>	<p>Neutral for young people – the same young people will be engaged with via different schemes.</p> <p>Adverse impact on female staff – Affected staff in LIFE, Crossfire and Outreach total 72% female, which is an overrepresentation when compared to the wider workforce and London. Women are more likely therefore to be affected by this proposal. This impact will be mitigated through a commitment to redeploy affected staff into suitable roles through skills matching.</p>
<p>Sexual Orientation (straight, bi, gay and lesbian people)</p>	<p>Neutral – as per Disability</p>
<p>Are there any other groups this work may affect? i.e. carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, ADHD, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / poverty?</p>	<p>Neutral – as per Disability</p>

Question 9: Has your assessment been able to demonstrate the following?

Positive impact	
Neutral impact	Yes
Adverse impact	One adverse impact identified – 72% of affected staff are female (LIFE, Crossfire and Outreach). This impact will be mitigated through a commitment to redeploy affected staff into suitable roles through skills matching.
Any other comments	

Question 10: Meeting the [Public Sector Equality Duty](#) under s149 Equality Act 2010

How have you considered whether this project / policy / decision does the following:

1. Eliminates unlawful discrimination, harassment and victimisation
2. Advances equality of opportunity between different groups, and
3. Fosters good relations between different groups.

What we must do under law

Provide a description or summary of how this will be achieved

Eliminate discrimination	Staff have been involved in the review through surveys and interviews. Staff will be informed of results of the review and full consultation with Unions will take place. A possible adverse impact on women has been identified which we intend to mitigate as explained in the action plan.
Advance equality of opportunity	By providing a Fire Cadet unit in every borough, all young people in London will be able to have access rather than just specific boroughs.
Foster good relations	Improved links with partners and stakeholders in all London Boroughs through referrals for Cadets supporting the new approach to Community and Stakeholder engagement outlined in the Transformation Plan.

Question 11: What data has been used to inform the Impact Assessment? (E.g. GLA Datastore, Census Data, Staff Monitoring Data, Staff Survey Data, Local Borough Population Demographics).

Data Source	How it has been used
IMS	Data gathered in relation to attacks on Firefighters for Youth review report
Staff monitoring	Staff BAME/Gender information

Question 12: Have you consulted with staff, LFB support groups, trade unions, public / service users, and / or others to help assess for impacts? (please tick)

Yes	X	No	
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If yes, who was involved and how were they involved? If not , why not?

Who?	All Youth Staff, Borough Commanders, External non Brigade Youth staff, GLA, Trade Unions
------	--

How?	Face to face interviews, surveys, staff briefings, meetings
------	---

If no consultation, why not?	N/A
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Question 13: How have you ensured your policy, project or proposal uses inclusive language that doesn't unintentionally discriminate against certain groups?	
Tools used to assess inclusive language e.g. gender bias screening tools , Stonewall toolkit on inclusive policies, speaking with Inclusion Team, Comms Style Guide , Policy 0370: Writing Policies and Procedures .	Outcome
The review has attempted to avoid non-inclusive language and jargon	

Full Equality Impact Assessment Form

If you have identified **any** potential or actual adverse impacts, you must complete a full equality impact assessment form.

A full assessment helps you to decide what steps need to be taken to mitigate or justify the adverse impacts you have identified.



For guidance and support, please contact the Inclusion Team (Second Floor, Union Street, or email safertogether@london-fire.gov.uk) or a relevant Equality Support Group (list available [here](#))

Full EIA Form and Action Plan

Lead person responsible:	Chris O'Connor
Date the Action Plan will be reviewed:	January 2021

Protected Characteristic Group	What impact did you identify (positive, neutral, adverse)?	Do you plan to mitigate or justify this impact?	How will you mitigate or justify the impact? Outline the steps that will be taken	Who will be responsible?	When will this be reviewed?
Age					
Disability					
Gender reassignment					
Marriage / Civil Partnership					
Pregnancy and Maternity					

Race					
Religion or Belief					
Sex	Adverse	Mitigate	A commitment to redeploy affected staff into suitable roles through skills matching, with additional conversations where needed if staff have caring commitments and flexibility applied where reasonable/appropriate	Chris O'Connor	January 2021
Sexual Orientation					
Other group e.g. carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, ADHD, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / poverty.					

Document Control

Signed (lead for EIA / action plan)	Chris O'Connor	Date	29/9/20
Sign off by Inclusion Team		Date	
Stored by			
Links			

Dates for action plan to be reviewed	Comments
January 2021	After paper has gone through Commissioners Board and FREP



LONDON FIRE BRIGADE