



LONDON FIRE BRIGADE

Report title

Delivering the Incident Command Development Team

Report to

Operational Delivery Directorate Board
Brigade Portfolio Board
Commissioner's Board
London Fire Commissioner

Date

8 February 2021
24 February 2021
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Report by

Assistant Commissioner, Operational Policy and Assurance

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I agree the recommended decision below.

Andy Roe
London Fire Commissioner

This Decision was
remotely signed on
Date 28 April 2021

Executive Summary

This report outlines how the Incident Command Development Team will be delivered and how it will be utilised to deliver the following areas of the Incident Command Strategy:

- A revised incident command maintenance of competency framework
- The delivery of a revised maintenance of skills programme
- Clear links with learning from our incidents

The report also highlights an opportunity to deliver enhanced incident command training that combines Brigade Control and the Command Unit Integration Project at the London Operations Centre. The benefits highlighted in this report will also be used to help inform ongoing command unit integration project discussions with representative bodies.

Recommended decisions

That the Board:

1. Agrees to the Incident Command Development Team being located at London Operations Centre.
2. Agrees to the change in structure of the team within the agreed budget, as detailed in paragraph 15 and Appendix B
3. Agree the savings attributed to the team restructure can be used to provide the team members with the relevant qualifications outlined in Appendix D.
4. Agree additional funding of £132,042.10 from the Transformational Reserve to establish the new Incident Command Development Team within the London Operations Centre

Introduction and Background

1. This report is an update following the agreement to fund an LFB 'in-house' Incident Command Development Team. The team will help deliver recommendations from the following reports:
 - a. HMICFRS Fire & Rescue Service effectiveness, efficiency in response to the recommendations
 - b. Grenfell Tower Inquiry Phase 1 Report
 - c. Independent review of training Report, (conducted by Ribband Star Limited))
2. In June 2020, approval was given by the London Fire Commissioner (LFC) for the establishment of an incident command training team. The new team will incur a part-year cost of £369k in 2020/21, and then an ongoing cost of £553k from 2021/22, this funding is to permanently establish posts for an LFB 'in-house' incident command training team. The initial funding of £369k has been provided from the transformation reserve and approved by the Deputy Mayor for Fire and Resilience (DMFD71).
3. The establishment of an Incident Command Development Team is to enable the London Fire Brigade (LFB) to deliver its strategy for developing incident command, which is set out in the appended report LFC-0347. This strategy was devised as a key part of the LFB's response to recommendations in the Grenfell Tower Inquiry (GTI) Phase 1 report, the 2018/19 inspection report by Her Majesty's Inspectorate of Constabulary of Fire and Rescue Services (HMICFRS), and an independent review of training commissioned by the LFB.
4. The independent review of training report highlighted LFB's inability to adequately respond to organisational training needs that are highlighted through our organisational processes such as; the performance reviews of the command function (PRC) and performance review of operations (PRO) and identified this inertia can create delays of 12 – 18 months with our current processes to review training content and see the necessary changes delivered.
5. This will be partly addressed by the implementation of a dedicated 'in-house' LFB Incident Command Development Team. It will provide a more agile training and development model, enabling our organisation to respond to our organisational learning needs through centrally delivered development of skills courses and maintenance of competency sessions, facilitated locally and more flexibly.

Alternative Options Considered and Consultation

6. A range of alternate options are detailed below, to provide support for the recommendations within this report. A summary of the analysis can be found below, with relevant supporting appendices.
7. This analysis was undertaken in consultation with the relevant stakeholders, who have assisted in the co-authoring of this report.

Incident Command Development Team – Composition

The Best people and Best place to work

8. This dedicated team of LFB officers will create a group who can specialise in the subject of incident command, who will create and deliver incident command training content and courses. Their creation will bring numerous benefits to LFB:
 - a) Improve sector competence of incident command
 - b) Centrally delivered training events in improved localities
 - c) Provide structure and content for locally run and delivered area and officer command training and exercises, improving consistency across the brigade
 - d) Improved relevancy and currency of incident command trainers and assessors
9. Following the independent review of training, which recommended the establishment of an in-house incident command team, at a cost £577,000 per annum, the following composition was proposed:
 - 2 x Group Commander (GC)
 - 2 x Station Commander (SC)
 - 2 x Station Officer (SO)
10. A review of the team's work and desired outcomes determined a more efficient structure that would see an increase in capacity. Subsequently a revised team structure was then recommended:
 - 1 x Group Commander (GC)
 - 1 x Station Commander (SC)
 - 3 x Station Officer (SO)
 - 3 x Sub Officer (Sub)
11. These structural changes produced a saving of £24000 per annum at a cost of £553,000. The funding for the Incident Command Development Team was then agreed by the Deputy Mayor for Fire and Resilience (DMFD71).
12. A robust recruitment process was undertaken to recruit into the newly identified roles, initially at Station and Sub Officer level. Unfortunately this only resulted in six people applying for interview. The candidates that applied were made up of 1 x Station Officer and 5 x Sub Officers.

It was felt that the majority of candidates that applied did not have the required knowledge, understanding or experience to adequately fulfil the role.

13. Following the unsuccessful recruitment process, it is now felt that in order that we can drive the change necessary for the transformation of incident command, we need to recruit people who demonstrate effective leadership, have suitable knowledge, understanding and experience, who have the appropriate skills and behaviours to deliver effective incident command training.
14. Subsequently, a further work capacity review has been completed, see Appendix B. This review has taken into consideration the importance of having people with the appropriate levels of credibility, attributes and experience in the role of a Level 2 officer, that can deliver effective incident command training for our organisation.
15. The work capacity review identifies the most efficient and effective revised team structure, that delivers both quantity and quality:
 - 1 x GC
 - 3 x SC
 - 2 x StnO
 - 1 x Sub O

This recommended option does reduce the overall delivery capacity by 24%. However, the benefits of the enhanced quality of delivery of incident command training, particularly during the early stages of the new team, far out ways this reduction and still provides sufficient capacity to deliver against the identified training deliverables identified in Appendix B.

16. The reduced capacity, reflected in the 'Week Days available per year' column of Appendix B has been calculated using the assumption that when on a 24 hour shift the SC's and GC will not be available to deliver training. This however will not always be the case and some of these working days will be utilised still giving the team a potential delivery capacity of 694 days.
17. This recommended option further reduces the funding requirement agreed by £14,353 per annum, as shown in Appendix B

Incident Command Development Team – Projected work capacity

Seizing the future

18. The formation of the Incident Command Development Team began in August 2020. Over the coming months this team will develop and deliver training in line with the Incident Command Strategy and will begin with Continual Professional Development (CPD) days for level 2/3 officers, beginning in quarter 4 of 2020/21. This will build on the successful outcomes of the High Rise/Fire Survival Guidance/Evacuation policy training delivered to level 2 and 3 officers in January 2021.
19. Following the creation of each rank specific incident command acquisition course, a training needs analysis will take place, to identify what rank and role specific learning outcomes and supporting performance criteria needs to be maintained to ensure competence. Once established, current maintenance of skills course will be reviewed alongside the content of

DaMOP, to deliver individual rank specific maintenance of skills training courses and a revised DaMOP framework for incident command.

20. As identified in the Incident Command Strategy, to address recommendation 13 of the independent review of training report, it is proposed the delivery of the maintenance of skills courses for SC's and GC's will be delivered by the in-house LFB Incident Command Development Team. There will also be support for incident command training at Deputy Assistant Commissioner (DAC)/Assistant Commissioner (AC) level, following the level 3 and 4 acquisition courses and strategic manager maintenance of competency framework has been developed.
21. The team will develop and deliver ten CPD days per quarter (NB: the medium to long term ambition is to deliver the training face to face, however the impact of COVID-19 related issues may mean some sessions are delivered online) CPD days will be based around different organisational themes, that will support the appropriate learning outcomes for; command skills, organisation at an incident or operational safety management. This gives the organisation the ability to react and make changes to incident command related issues quickly, to any areas of risk, identified through the operational improvement process. These events will be delivered to L2 and 3 Officers and sessions carried out 2 per quarter in each area and 2 at a central location. Delivering these quarterly CPD days represents a 300% increase in maintenance of skills training for L2/3 officers and provides a saving of £36k from the training budget.
22. As indicated above, delivery of the first CPD days began in March 2021 and once the overall delivery plan has been established and implemented, a evaluation will take place to identify effectiveness and improvements.
23. To ensure a robust and auditable process, training for each quarter will be recorded and entered on the Individual Training Record (ITR) of each officer that has attended the training.
24. The Incident Command Development Team will also support both officer rota training events and four pump exercises and above, within the capacity of the training delivery plan. The team will be there to support with the design of exercises, which will help the development of incident command across the Brigade, by providing a more consistent approach and identifying good practice and trends that can be feedback into the operational improvement process.

For projected work capacity, see Appendix B

Incident Command Development Team – Training requirements

Delivering excellence

25. Delivering excellence requires excellence and to ensure we appropriately develop those who lead the delivery of our operational response and ensuring our incident commanders are assertive, effective & safe decision makers, the Incident Command Development Team members need to reflect the highest standards. To achieve the required high standard necessary, the Incident Command Development Team members will need to fulfil a comprehensive training competency framework, to ensure this level of competence is met.
26. Following a training needs analysis, the following training requirements have been identified that will support the team in delivering their role:
 - Level 3 certificate in Assessing Vocational Achievement

- Level 4 award Internal Quality Assurance(IQA)
- Level 3 award in Education and Training
- Level 5 award Incident Command Train the Trainer (SFJ Accredited).
- Incident Command Assessor award (ILM)
- Incident Command Qualification at the level above current rank.

Level 3 certificate in Assessing vocational Achievement.

The Sub O and SO's will be expected to design and help deliver training, as well as attend and assist with 4 pump and above exercises. To be able to do this effectively, they need to understand how to robustly and objectively assess, using a range of evidence. This national qualification will teach them the different stages of a valid and reliable assessment against standards, ensuring a consistent benchmark. This is a generic qualification, allowing them to assess in any area of the workplace, where they are deemed competent.

Level 4 award Internal Quality Assurance

The GC and SC's will be expected to deliver, monitor and audit the training being delivered to ensure that it meets the required standards needs of the brigade. This nationally accredited course will teach them the principles and practices of internal verification.

Level 3 award in Education and Training

This nationally accredited course will give the confidence and knowledge to teach. It will provide an understanding of how to plan sessions and set up an effective and inclusive learning environment that meets the needs of all individuals.

Level 5 award in Incident Command Train The Trainer

This Skills for justice accredited course will provide knowledge, understanding and skills to design and deliver incident command training. This will ensure that all design and training is delivered to a national standard that can be audited internally and externally where required.

Incident Command Assessor course

The effectiveness of a workplace assessment will depend on the competence of the assessor. As with any potential learning experience, a workplace assessment should provide objective, constructive feedback immediately after the activity. This course will develop and accredit assessors to undertake incident command assessments in the workplace.

27. Costings for all courses are contained in Appendix D. It is estimated it will take 12-18 months for all team members to gain the relevant qualifications, therefore it is recommended that these costs are largely covered by the recommended restructure underspend identified in Appendix B during the financial years 2021/22, 2022/23, with remaining funds being made available from within existing Operational Policy & Assurance budgets.

Incident Command Development Team – Location

28. Having the team in the right location is key to the success of implementation. This would ideally be a central location to maximise the use of time. The individuals within the team will be expected to attend exercises on a daily basis throughout London. Working from a central location allows for

them to attend meetings and carryout work more efficiently. A central location also provides good access to transport links to any location, reducing travel time for both the incident command development team and for those Officers who attend centralised training events delivered by the team. Ideally the location should also incorporate an incident command suite similar to the ones at Babcock Harrow and Beckton locations, to ensure the training can be delivered to the required high standard. The Specifications for the desired incident command suite are contained in Appendix A.

29. Shoreditch, Hammersmith and London Operations Centre (LOC) have been identified as potential suitable locations.

Shoreditch

The 3rd floor at Shoreditch has space that is currently not being used to its full potential. There is a large room that currently has a snooker room within it and a lecture room next to it with large storeroom. These rooms could be adapted for the Incident Command suite with the removal of the current staircase and building of walls. There would also have to be a wall moved, which will reduce the size of the large office on the 3rd floor, currently being used for the Fire Safety Academy who currently use the rest of the 3rd floor area. Flat 4 on the 4th and 5th floors would be suitable to be used for the offices of the team. The IT infrastructure for the whole area would have to be improved.

30. Advantages

- The site is central with good transport links;
- There is sufficient parking available for staff and officers attending for training.

31. Disadvantages

- The site requires large amounts of modification with major structural work and IT infrastructure required within an old building;
- The site and identified space is already being used for the Fire Safety Academy and some additional space from the Fire Station would also be required.

Hammersmith

32. There may be a potential to use the 3rd and 4th floors of Hammersmith. The area on the 3rd floor used by the recruitment team could be dual purpose as an incident command suite.

33. Advantages

- There is access to reasonable transport links;
- Vastly reduce costs as there is already CCTV and some suitable IT within the rooms
- The availability of such a function here, could also assist with future promotion processes.

34. Disadvantages

- The use of the venue for recruitment and promotional processes and incident command training requirements may over stretch the available capacity of the venue
- There is insufficient parking available for the team and any officer attending training.

London Operations Centre (LOC) – recommended option

35. LOC as a location provides sufficient space on site for the team and a command suite plus many more benefits listed below.

36. Advantages

- Plans to build a command suite, including the use of a dedicated Command Unit, for the use of Brigade Control already being discussed;
- Ability to design a command suite that meets the needs of both Fire Control and the IC team and could also be used operationally by control in spate conditions;
- Collaborative use of meeting and training rooms, reducing organisational costs;
- Ability to incorporate a command unit and different command unit staff into training;
- Ability to incorporate control staff into training;
- Improved relationship between Fire Control and the incident ground in line with paragraph 27 of the Incident Command Strategy
- Greater consistency of training across areas of the organisation.
- Ability to use the command training suite or part of the suite for promotion and recruitment through Brigade Control Incident Command Exercises. This is expected to be an improvement on the current interview only process that is adopted in Brigade Control.
- Increase of cognitive diversity within the incident command environment – this will improve joint working, decision making and understanding with easy access to both Brigade Control and Operational Officers for engagement.
- Improved use of the available space in the building, creating an operational and educational environment which plays in important role in the operations of the Brigade.
- Increased exposure of Brigade Control to Operational Officers who may not have had the opportunity to visit the site at all or on a regular basis.

37. Disadvantages

- Non-central location with limited transport links – South Wimbledon Underground Station 0.5 mile away and no direct bus links.
- Limited parking for team and officers attending training – No more than 3 onsite spaces available. On-road parking is available on the surrounding roads of local industrial estate.

38. The plans in Appendix C show how the facility can be utilised to accommodate the team and support training, development and operational response across the organisation.

Property comments

39. The building works to facilitate setting up of a training suite for Incident Command Training are located on the first floor of Merton LOC, and comprise: (i) formation of lecture room, by subdivision of Room 1.10, to accommodate up to 21 persons; conversion of existing rooms 1.01 and 1.02 and sub-division of room 1.03 to create 4 training rooms with computer terminals and large wall-mounted screens.

40. The estimated costs for building works for Incident Command Training are as follows. These are for indicative purposes and are subject to market testing through obtaining estimates from at least two contractors.

Scope of works / location	Cost item	Approx. estimate of cost (£)

General - CCTV within rooms	Installation and fittings	10,000
Room 1.01 – To be provided with desk from existing stock. Door opening to be relocated and existing opening to be filled in.	new door, formation of new opening and infill of existing	4,000
Room 1.02 – To be provided with desk from existing stock, corridor partition to be covered.	Screening to existing partition	400
Room 1.03 – To be subdivided to form 2nr rooms, each with desk from existing stock, corridor partition to be covered	Construction of new partition, new doors, adjustment of openings, adjustment of detectors, light switching etc.	8,000.00
Room 1.10 –to be divided, larger section to be lecture room with AV and CCTV for maximum of 21 persons inclusive of tables and chairs from existing stock.	Construction of new partition, adjustment of detectors, light switching etc.	5,000
Room 1.14 – to be used as Incident Command Training with maximum of 10 desks in rows, from existing stock.	No works required	n/a
Building works for Incident Command		27,400
Contingency, 15%		4,110
Sub-total		31,510
Consultant fee @10%		3,151
Staff costs @10%		3,151
Total estimated cost		37,812

41. The Merton LOC building is considered to be underutilised at present. Hence there is sufficient capacity for it to accommodate the proposed new use for Incident Command Training, without adversely affecting the existing occupants such as Control or SRA/BCC arrangements and functionality when required.

ICT comments

Incident Command Suite – Merton

ICT Requirements

Scope of works / location	Cost item	Approx. estimate of cost (£)
POD - Audio Visual Equipment (AV)	To supply and install new AV equipment within pods, for the purpose of this report I have costed for 65" wall mounted screens on standard partition walls.	£36,542.20
Thin Clients & Telephones	To supply and fit 5 x thin client and 5 x telephones within Pods. With regards to printers there is currently a separate project to rollout desktop MFD's. Costs will have to be added onto these figures but for budgetary purposes allow £5k.	£2,734.00
Control Room	To supply 85" screen in room 1.14 £9506.88 and high spec computer to accommodate required AV, Tannoy and CCTV feeds as well as appropriate simulation software for incident command training.	£17,006.88
IT cabling	<p>To provide a qualified engineering resource to install Cat6 data outlets final numbers to be confirmed following a site survey but for the purpose of this report allowance has been made for up to 9 dual outlets, a 27u network cabinet within the Control Room and an inter-cabinet link between the Control Room and the MER on the Ground Floor. Risk Assessments and Method Statements will be required.</p> <p>1 x dual within each POD (exact locations to be confirmed)</p> <p>4 x dual within the Control Room area 1.14 and the training (exact location and numbers to be confirmed)</p> <p>The costs include all containment where required and patch and fly cords</p> <p>There will be a connection required to the Command Unit but this will need to be discussed with our third party contractor for the best option and costs have not been included in this report at this stage for this. The choices would be</p>	£10,000

	a fixed network connection, wireless or communicate via Radio.	
Tannoy	Installation and fittings	£10,000
Contingency, 20% of overall costs		£15,705.02
Total estimated cost		£94,230.10

These costings are purely a high-level guidance for budgetary costs to implement an Incident Command Training Suite at Merton LOC. This is due to the premises being leased and not owned, so no previous knowledge or plans of the current installed IT infrastructure within the building is available. As such, it is advised that a contingency of 20% is included for the ICT works.

Although costs are being provided between Property and ICT I believe there will be a requirement to interlink the CCTV systems, and tannoy system into the "whole solution" and no costs have been provided for this. It is also noted that any tannoy costs have not been supplied and therefore it is advised to budget between 5k and 10k for this.

Where there is reference to POD's in this document this comprises of rooms 1.01, 1.02, 1.03, 1.10 and the Command Unit.

Incident Command Development Team – Costs

42. Funding to permanently establish posts for the LFB 'in-house' Incident Command Development Team of £369,000 has been drawn down from the transformation reserve fund. This covers the part-year costs during the 2020/21 financial year. An ongoing cost of £553,000 will also be drawn down in the 2021/22 financial year.
43. Due to difficulties highlighted above in the successful recruitment of the Incident Command Development Team, there will be a forecasted underspend of £54,200 against the part-year funding of £369,000. This has been declared as an organisational underspend for this financial year.
44. The recommended restructure of the team, found in Appendix B, will also present an ongoing underspend of £14,353 per annum against the agreed budget of 553k. Paragraph 24 details the recommended use of this underspend.
45. With the caveat of the declared underspends above, the Operational Policy and Assurance Department, working in close cooperation with the Operational Resilience and Brigade Control, request the amount of £132,042.10 from the transformational reserve, to fund the establishment of a new Incident Command Development Suite at the London Operations Centre. Appendix E details the overall estimated costs.

Objectives and Expected Outcomes

46. The objective of this report is to provide clear rationale that supports the recommendations made in this report. The board are requested to:

- Agrees to the Incident Command Development Team being located at London Operations Centre.
- Agrees to the change in structure of the team within the agreed budget, as detailed in paragraph 15 and Appendix B
- Agree the savings attributed to the team restructure can be used to provide the team members with the relevant qualifications outlined in Appendix D.
- Agree additional funding of £132,042.10 from the Transformational Reserve to establish the new Incident Command Development Team within the London Operations Centre

Agreement of the above recommendations will deliver a more agile training and development model, enabling our organisation to respond to our organisational learning needs through centrally delivered development of skills courses, facilitated locally and more flexibly.

Impacts

Equality Impact

47. 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.
48. 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.
49. 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.
50. 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.
51. 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.
52. 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.
53. 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.
54. An Equality Impact Assessment (EIA) was undertaken on 01/02/21.
55. The impact assessment anticipates that the recruitment and subsequent training delivery function of the New Incident Command Development Team will have an overall positive impact across all staff groups, (Age, Disability, Gender reassignment, Marriage / Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation).
56. Having recruited 66% of staff from protected characteristics groups so far, at the Station Officer and Sub Officer level, it is felt that individuals in this high profile role will influence those from other underrepresented group to apply for similar positions in the future.
57. We will continue to assess the impact of the delivery of the new Incident Command Development Team as a whole and will use a panel of focus group members in 12 month time to review the findings and seek way to further improve our impact.
58. Consultation with Tiff Oarton - Equality Manager has taken place. The outcomes of this consultation can be found in the equality impact assessment (EIA) for this report, the outcomes have been considered when coming to the conclusions in this report.

Procurement and Sustainability

59. As buildings remain our largest source of emissions this will assist our aim of reducing our carbon emissions. The London Operations centre is currently only used for the purposes of Brigade Control, the ICT Bridge and an area designated for Brigade business continuity (BCC), only used during times where there is a requirement for this function to be stood up. The premises is required to be heated and maintained 24 hours a day and seven days a week, due to its consistent occupancy of Brigade Control. Through a more collaborative use of the building, which will include Command Support Unit staff and the Incident Command Development Team, this negate the need for separate premises to be utilised and so reduce the consumption of gas and electricity in alternative single occupancy premises.

Strategic Drivers

60. The establishment of an Incident Command Development Team is to enable the London Fire Brigade (LFB) to deliver its strategy for developing incident command, which is set out in the appended report LFC-0347. This strategy was devised as a key part of the LFB's response to recommendations in the Grenfell Tower Inquiry (GTI) Phase 1 report, the 2018/19 inspection report by Her Majesty's Inspectorate of Constabulary of Fire and Rescue Services (HMICFRS), and an independent review of training commissioned by the LFB.

Workforce Impact

61. A draft version of this report was sent to the Fire Brigades Union (FBU), Fire Officers Association (FOA) and Prospect on 09/02/2021 for their comments. In advance of despatch of the report, comments were received from the FBU. In the main the FBU requested further information which is being provided; they also commented that the Command Unit Integration Project remained subject to ongoing joint discussion which should be reflected in the report, and wording on this has now been added. None of the FBU comments directly impact on the recommendations within the report which relate solely to the Incident Command Development Team, but they will all be responded to. It is possible that comments will be received from the other trade unions in advance of the Board meetings, and if so they will be reported verbally to the Boards as appropriate.

Finance comments

62. This report outlines how the Incident Command Development Team will be delivered. The Transformation Reserve currently has approved estimated draws against the transformation reserve of £369k in 2020/21 and then £553k annually from 2021/22. This report notes that the ongoing cost is now estimated at £539k, for a £14k reduction.
63. This report sets out additional training requirements of £40k over 2021/22 and 2022/23. The report explains that this additional cost can be contained with the £14k reduction set out above in each year, with the remaining £12k contained within existing departmental resources.
64. Finally, the report recommends that additional funding of £132k is agreed from the transformation reserve in 2021/22 for ICT and Property costs at the Merton LOC. The report notes that a contingency may also be required in addition to this. There would also be an ongoing £0.4k cost for annual maintenance which will be contained within existing budgets.

Legal comments

65. 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.
66. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
67. The statutory basis for the actions proposed in this report is provided by section 7 of the Fire and Rescue Services Act 2004, under which the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting.
68. Previously the Commissioner (LFC-0347D) authorised expenditure "from the transformation reserve to permanently establish the requested posts for an LFB 'in-house' incident command

training team – relating to a part year cost of £369k in 2020/21 and then an ongoing cost of £553k from 2021/22." This report informs the Board of requests for additional funds in relation to location costings that were not considered as part of the previous report.

69. The previous report noted (LFC-0347) stated that, "Detailed costing and procurement activity are to be the subject of a further report." This report sets out those additional costs.

70. The Commissioner's Scheme of Governance grants all Directors authorisation to approve, "All expenditure of more than £100k and less than £0.5m which is not a contract or agreement subject to consultation with the Director Corporate Services ...".

List of Appendices

Appendix	Title	Protective Marking
A.	Incident Command Suite requirements	None
B.	Incident Command Team Development Team Work Capacity	None
C.	Command Suite Plans – LOC Merton	None
D.	Incident Command Development Team Qualifications and costs	None
E.	Costings	None

Appendix A – Incident Command Suite Requirements

Incident Command suite IT

To facilitate incident command training it is important that we train within a similar environment and with the equipment that we will be using operationally. To achieve this, the incident command suite needs to be able to simulate an incident ground, including one of our incident command units (ICU) or the replication of one, as such any location will require the following:

- Facilitators Room 3m x 4m
- ICU room 3m x 6m
- 4 x Sector rooms each 3m x 4m
- Office space for 8 staff
- Conference / plenary room, space for delivering up to 25 staff

Incident Command Suite configuration

The incident command suite, (as a whole) should be located together as a group with the ability to restrict and secure the area, so that staff and delegate access is controlled and that it is not a general thoroughfare especially during assessments and their rehearsals and planning.

The IC suite should have

- All IC facilities located together
- Ability to restrict and secure whole suite with no general thoroughfare
- 4 x pods to have vision panels for assessments, development and visitors
- Ability to be able to connect video and microphone to real Command Unit when available.

Equipment required

ICU

- 2 x camera with mic;
- TV Screen and Computer complete with CSS and Imapping software;
- TV screen for Fire Studio(FS);
- Message pads;
- FSG Pads;
- FSG Bag;
- FSG poster;
- 2 x Chairs;
- 3 x Whiteboards;
- Tabards;
- 8 x Radios;

- Whiteboard pens and cleaner;
- Large ruler;
- Forward Information Board(FIB);
- Headline board.

Pod/Sectors Rooms

- 4 x Camera with Mic;
- 4 x TV screen for FS;
- 4 x FIB;
- 4 x Incident Command Wallet.

Facilitator Room

- 2 x screens for video feeds;
- Camera Recording system;
- 1 x computer and screen with Simulation software, Photoshop and service software;
- Colour Printer;
- 20 x Nominal role boards;
- 3 x whiteboards;
- Whiteboard pens and cleaner;
- 1 x desk;
- 2 x table ;
- 8 x chair;
- Props
 - Police ;
 - Ambulance;
 - LALO;
 - Water;
 - Electric.

To facilitate and ensure that delegates can demonstrate their command skills effectively, there needs to be an immersive environment for them to work in. Having a replica ICU starts this process. However, they also need to be able to react to other stimulus such as visual cues. To enable this simulation, software is required that replicate operational environment settings, which can be adapted to react to individual command decisions, by providing real-time audio and visual cues that replicate the dynamic environments we expect our incident commanders to perform in. The simulation software also provides the ability to train in incident command to our known risks without the need for large-scale exercises and disruption to the public.

The simulation software should cover the following specifications:

- Provide simulation software for Incident Command training
- Software to provide an immersive simulation experience for delegates

- The ability to create bespoke scenarios reflecting local areas
- The ability to run the same scenario on multiple rooms on the same site
- The ability to run different part of scenarios in each room on the same site
- Provision of simulated resources customised to reflect the local service

There are a number of simulation software products available and have different advantages and disadvantages over at a range of prices. Below are 3 of the main products currently in use, along with costings and their advantages and disadvantages.

Fire Studio

Simulation software that uses photographs to build scenarios.

Player edition required each computer to play simulation at a cost of (Approx. £175)

Instructor's edition required to build simulations at a cost of (Approx. £682)

CommLink Network Control Module required controlling multiple screens and running exercise at a cost of (Approx. £1367)

The costs are approximate and will depend on the Pound to Dollar conversion rate at time of purchase.

Costs for command suite = $5 \times £175 + £682 + £1367 = £2924$

Advantages

- Software already in use by Babcock;
- Staff used to seeing this software as part of their revalidation and training.

Disadvantages

- Requires training to design and use the systems. Cost to be confirmed;
- Cost of the system;
- Only able to use on location.

E-Semble - XVR

XVR simulation is a software that allows you to build computer-generated environments of your local risks. This is at a cost of £12000 per annum.

Advantages

- Software already in use by Babcock;
- Staff familiar with its use;
- Staff can brief and use resources in real-time;
- Able to run from remote location over the internet.

Disadvantages

- Simulations look like a computer game;
- Comparatively high cost of system;
- High training commitment to be competent in its use. Cost to be confirmed.

SimsUShare

Simulation software available for PC, Mac and tablets. Similar to Fire studio it uses photographs to build simulations. CTC advanced package approx. £2242 followed by Approximately £430 per year annual maintenance and upgrades. Unlike Fire Studio this licence give us unlimited users and three design licences. Price approximate and will depend on the pound to dollar exchange rate.

Advantages

- Quick and easy to use;
- Low training commitment. Training available through online videos at no cost;
- Able to run simulations over the internet from a remote location;
- Individual simulations can be added to tablets for use in promotion processes;
- Simulations could be added to central server or on to laptops to be used for training with Command units;
- Ability to share and use simulations built by other users.

Disadvantages

- Most other users are based in America.

Although the Incident Command Policy Team cannot currently make a recommendation for software at this time, the SimUShare application is the preferred option but this is subject to ICT approval, following further hardware and network system requirements.



Appendix B – Incident Command Development Team Work Capacity

LONDON FIRE BRIGADE

Original Option

Work Capacity Planner

Team Members	Qty	Week Days available per year	yearly hours @ 8 per day	Availability	Hours	Days of work per year	Cost
GC	1	106	848	80%	678	85	£96,754.00
SC	1	106	848	80%	678	85	£84,446.00
SO	3	147	1176	90%	3175	397	£193,989.00
Sub O	3	147	1176	90%	3175	397	£177,687.00
Total	8	506	4048		7708	963	£552,876.00
						Variance on total budget	£124.00

Training Deliverables	Annual number of days required	GC Days committed	Total Days Per role	SC Days committed	Total Days Per role	SO Days committed	Total Days Per role	Sub O Days committed	Total Days Per role	Days per year	
Training design	80	5	5	8	8	30	90	30	90	193	
Training delivery	120	30	30	30	30	10	30	10	30	120	
4 pump exercises	180	6	6	10	10	50	150	50	150	316	
DaMOP content review	50	5	5	5	5	10	30	10	30	70	
Acquisition	105	15	15	15	15	15	45	15	45	120	
CPD Training	96	12	12	12	12	12	36	12	36	96	
Totals	631	73	73	80	80	127	381	127	381	Total Days Availability	915

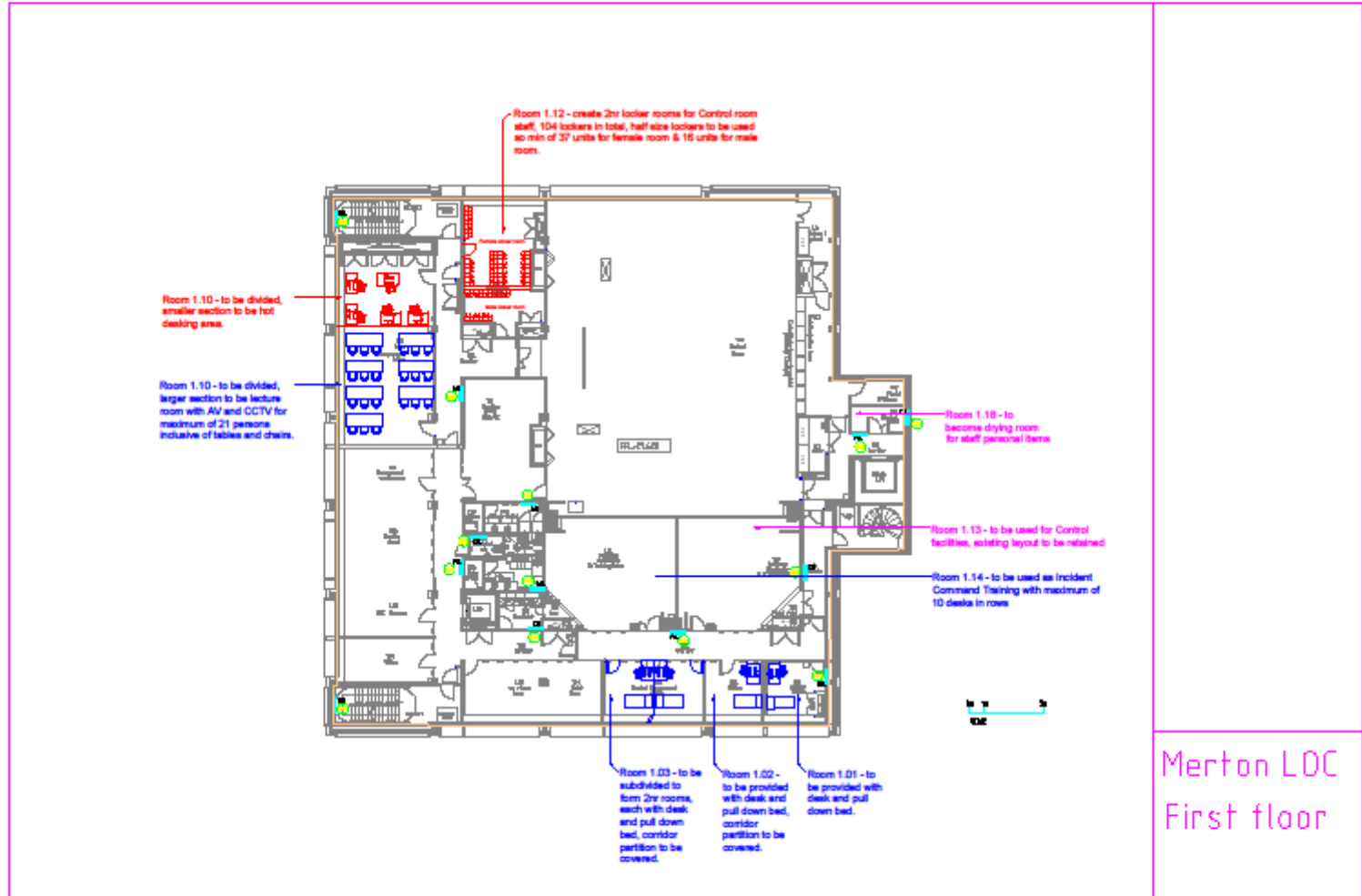
Recommended Option

Work Capacity Planner

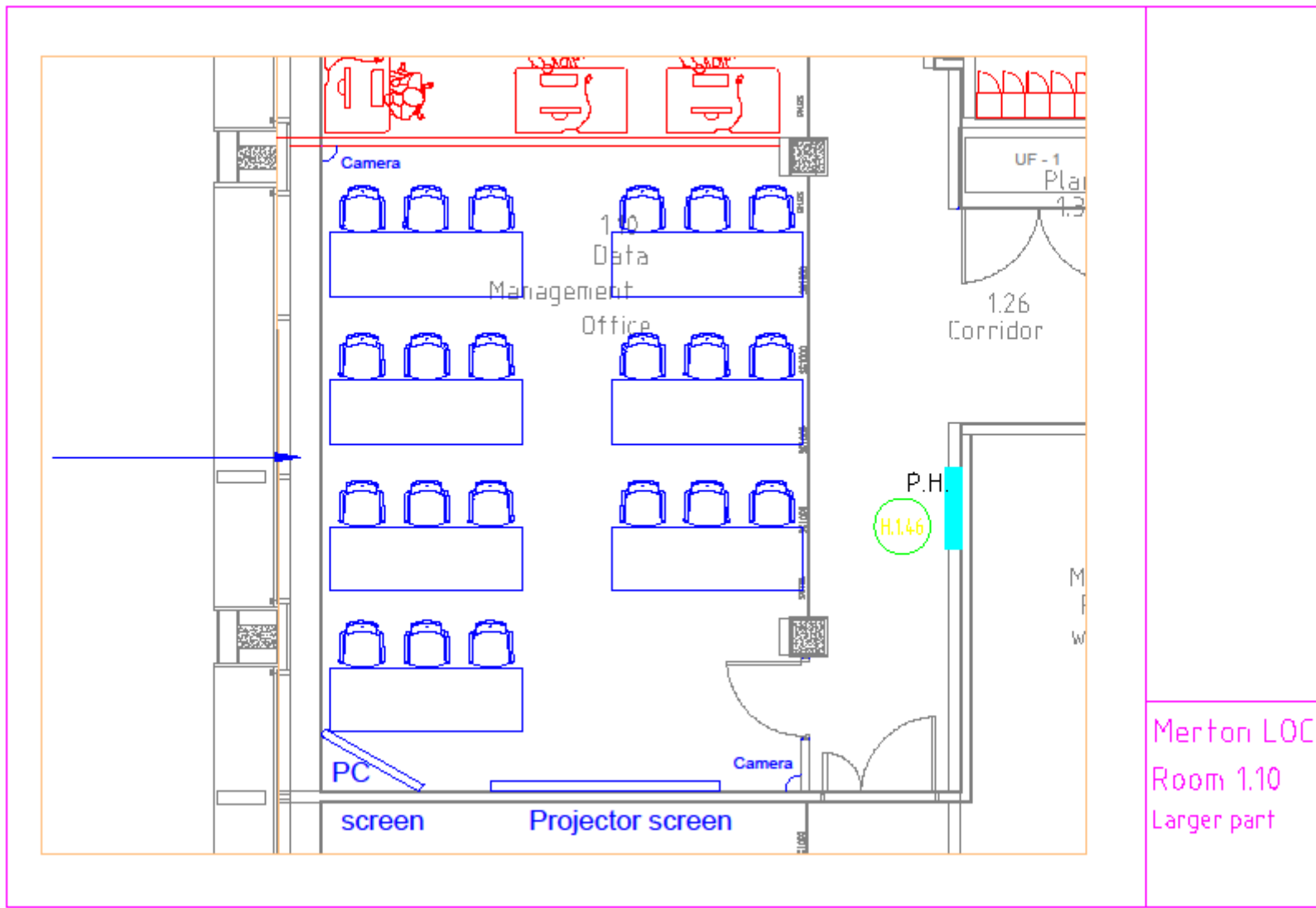
Team Members	Qty	Week Days available per year	yearly hours @ 8 per day	Availability	Hours	Days of work per year	Cost	
GC	1	106	848	80%	678	85	£96,754.00	
SC	3	106	848	80%	2035	254	£253,338.00	
SO	2	147	1176	90%	2117	265	£129,326.00	
Sub O	1	147	1176	90%	1058	132	£59,229.00	
Total	7	506	4048		5889	736	£538,647.00	
							Variance on total budget	-£14,353.00

Types of work	Annual number of days required	GC Days committed	Total Days Per role	SC Days committed	Total Days Per role	SO Days committed	Total Days Per role	Sub O Days committed	Total Days Per role	Days per year	
Training design	80	5	5	8	24	30	60	30	30	119	
Training delivery	120	30	30	30	90	10	20	10	10	150	
4 pump exercises	180	6	6	10	30	50	100	50	50	186	
DaMOP content review	50	5	5	5	15	10	20	10	10	50	
Acquisition	105	15	15	15	45	15	30	15	15	105	
CPD Training	84	12	12	12	36	12	24	12	12	84	
Totals	619	73	73	80	240	127	254	127	127	Total Days Availability	694

Appendix C – Command suite plans – LOC, Merton

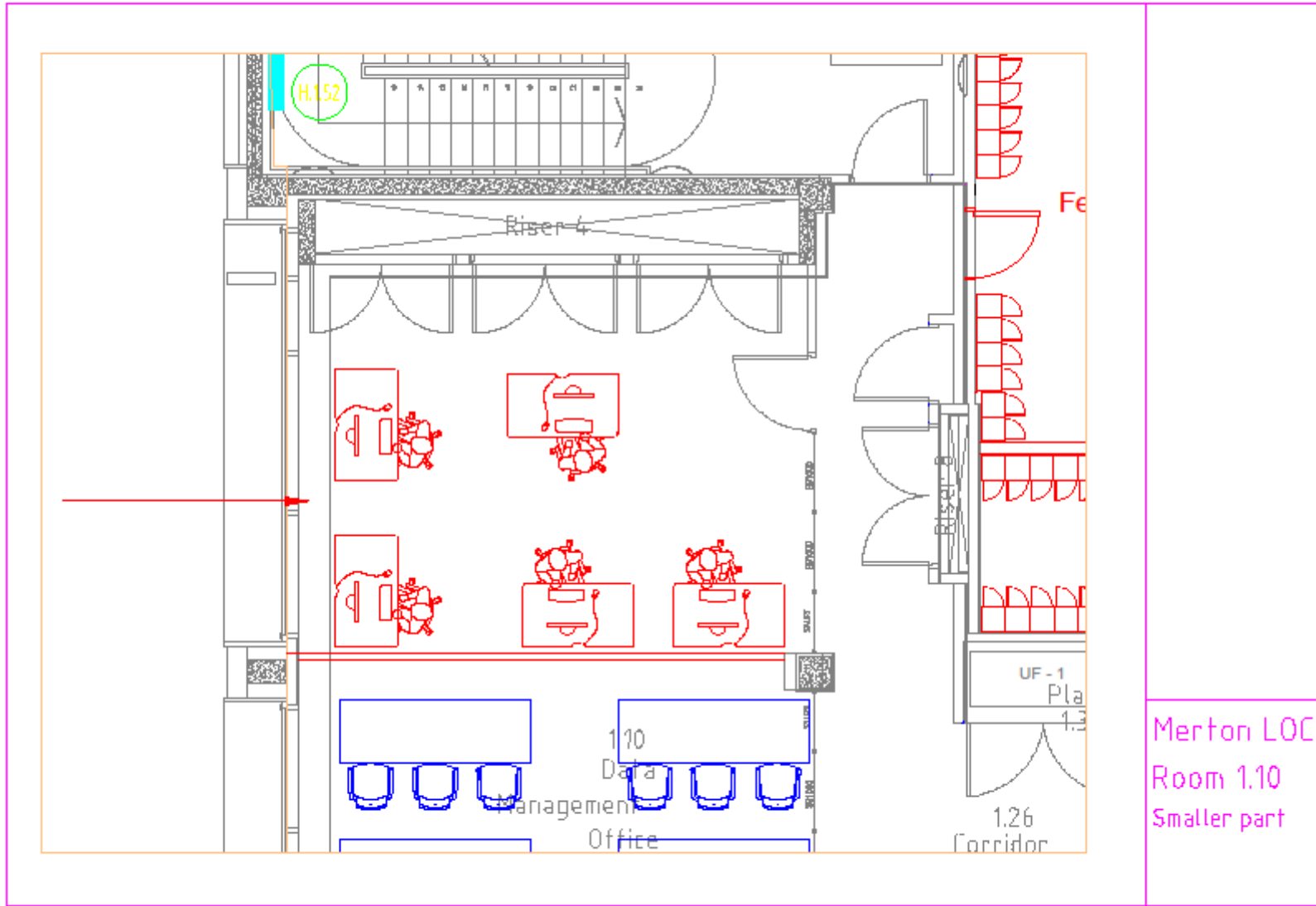


Merton LDC
First floor



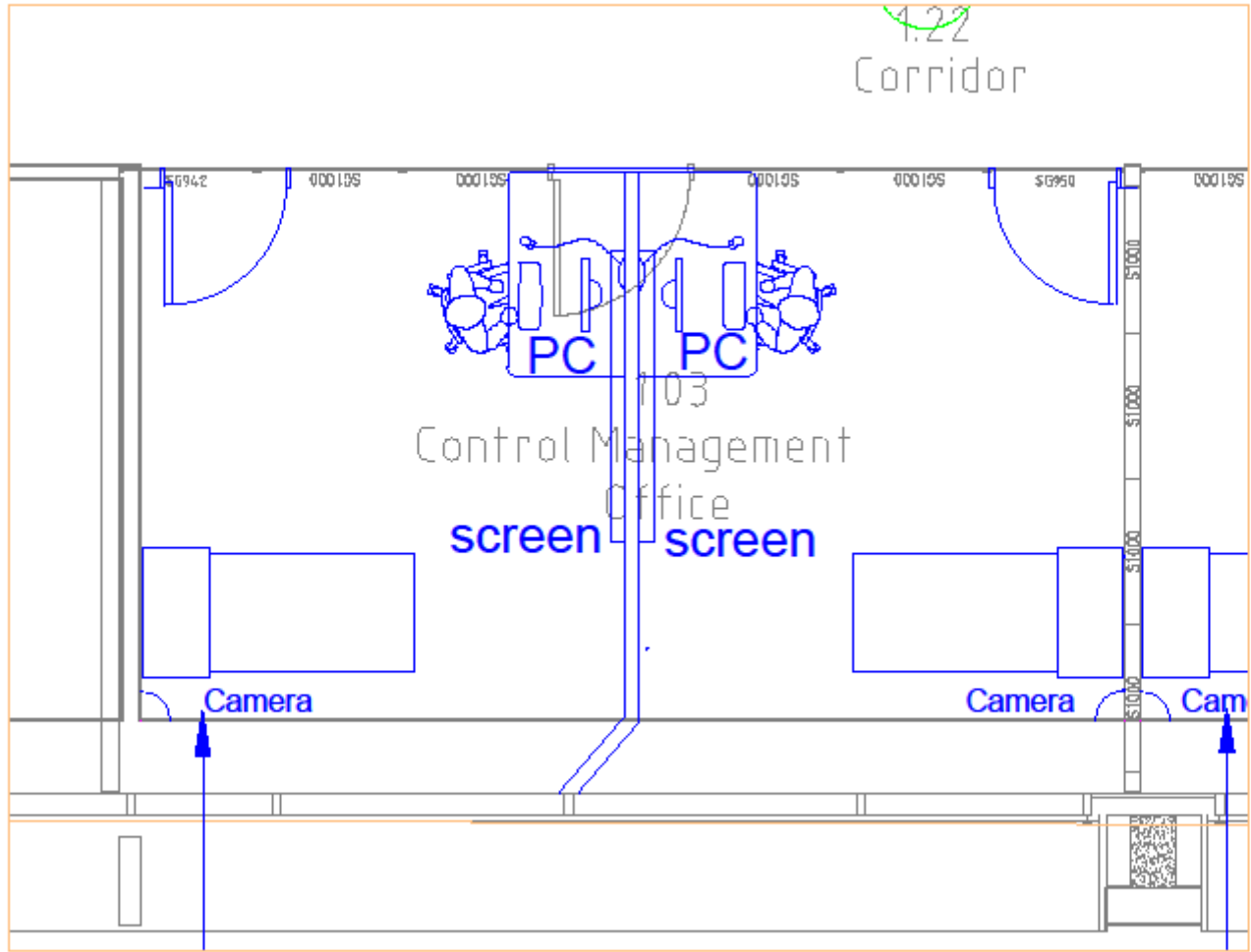
Merton LOC
 Room 1.10
 Larger part

Proposed Training / meeting room

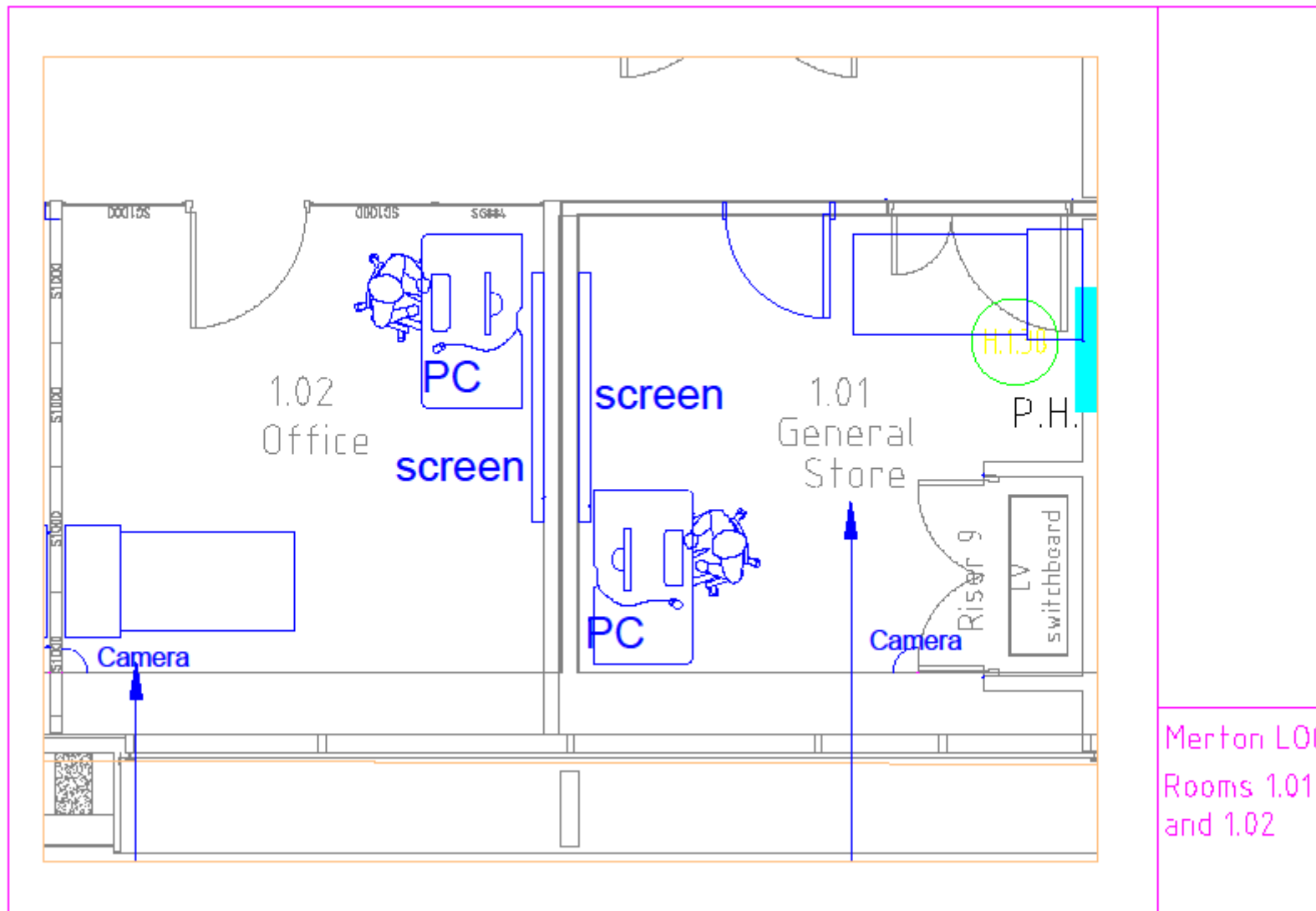


Merton LOC
 Room 1.10
 Smaller part

Hot Desk Room

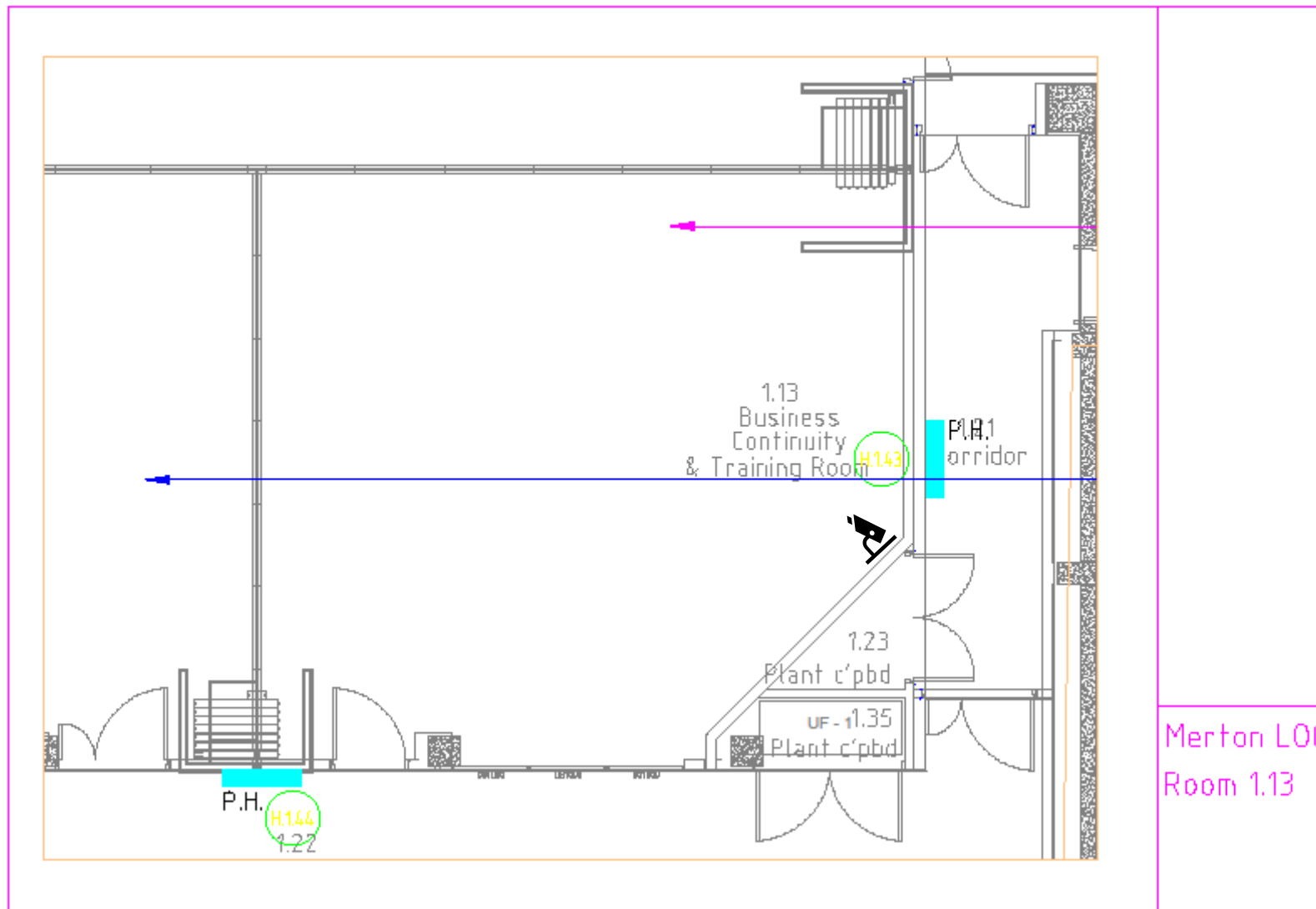


Merton LOC
Room 1.03

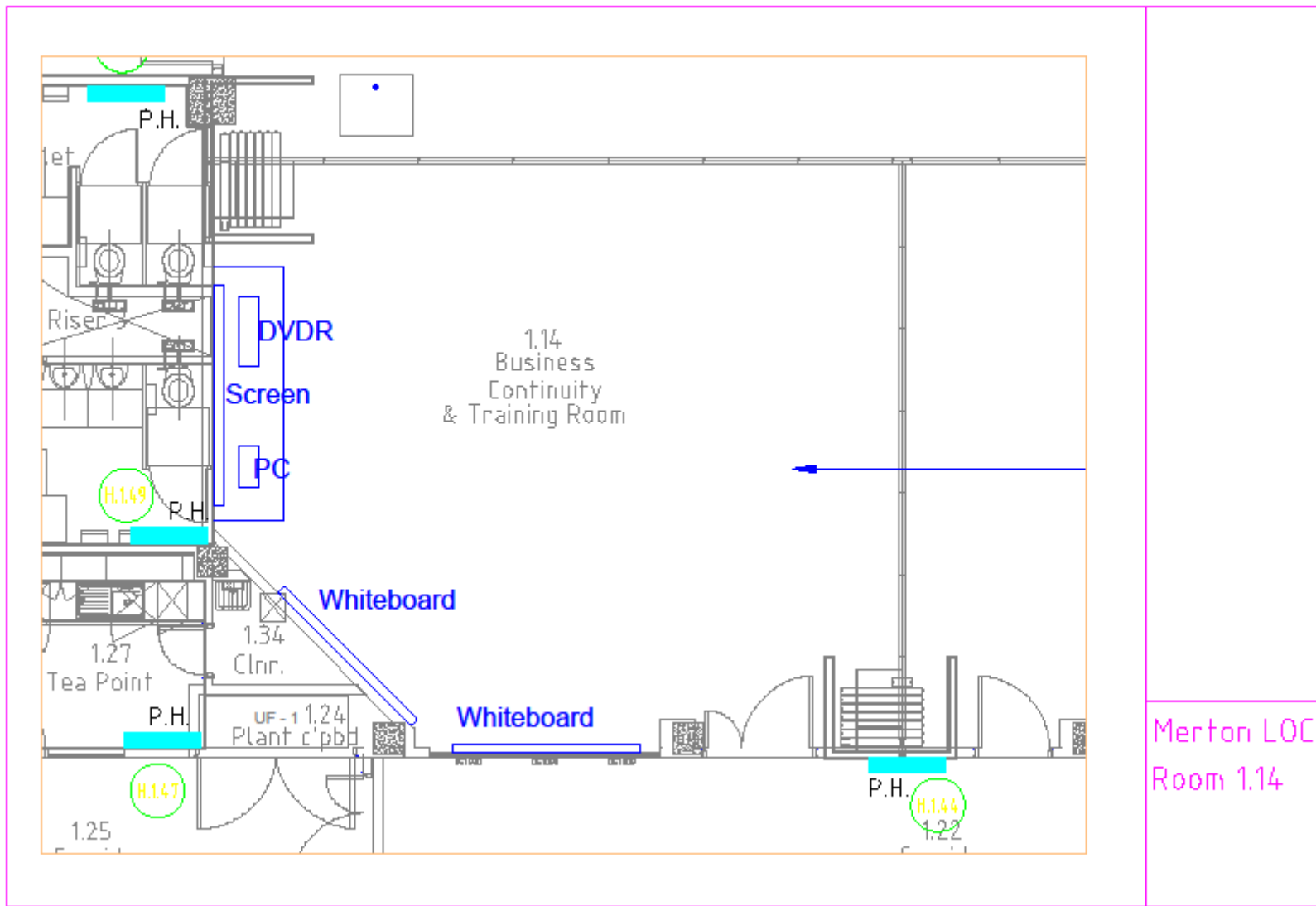


Merton LOC
Rooms 1.01
and 1.02

Proposed Sector Pods which will also be used as offices for the Incident Command Development Team



Proposed Control Training room which will also be available for use in spate conditions



Proposed Incident Command Facilitation Room

Appendix D – Incident Command Development Team Qualifications and costs

Rank	Qualification	Cost
GC	Level 6 award in advanced incident command	£2,718
	Level 4 IQA	£325
	Level 3 award Education and Training	£225
	Incident command Train the trainer	£3,333
	Incident Command Assessor course	Qualified
SC	Level 4 IQA	Qualified
	Level 6 award in advanced incident command	Qualified
	Level 3 award Education and Training	Qualified
	Incident command Train the trainer	£3,333
	Incident Command Assessor course	Qualified
SC	Level 4 IQA	£325
	Level 6 award in advanced incident command	£2,718
	Level 3 award Education and Training	£225
	Incident command Train the trainer	£3,333
	Incident Command Assessor course	£287
SC	Level 4 IQA	£325
	Level 6 award in advanced incident command	£2,718
	Level 3 award Education and Training	£225
	Incident command Train the trainer	£3,333
	Incident Command Assessor course	£287
SO	Level 3 certificate in Assessing Vocational Achievement	£320
	Level 3 award Education and Training	£225
	Incident command Train the trainer	£3,333
	Level 4 award in intermediate Incident Command	£2,718
SO	Level 3 certificate in Assessing Vocational Achievement	£320
	Level 3 award Education and Training	£225
	Incident command Train the trainer	£3,333
	Level 4 award in intermediate Incident Command	£2,718
Sub O	Level 3 certificate in Assessing Vocational Achievement	£320
	Level 3 award Education and Training	£225
	Level 4 award in intermediate Incident Command	£2,718
	Total	£40,165

Appendix E - Costings

IT Costings	
Audio Visual Equipment (AV)	£36,542.20
Thin Clients & Telephones	£2,734.00
Control Room	£17,006.88
IT cabling	£10,000.00
Tannoy	£10,000.00
Software	£2,242.00
Contingency	£15,705.02
Total	£94,230.10

Property Costings	
CCTV	£10,000.00
Room 1.01	£4,000.00
Room 1.02	£400.00
Room 1.03	£8,000.00
Room 1.10	£5,000.00
Contingency	£4,110.00
Consultant fee	£3,151.00
Staff Costs	£3,151.00
Total	£37,812.00

Total Property & IT Costs	£132,042.10
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Command Team Training Costings	
Total	£40,165

Total Costs	£172,207.10
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IT Ongoing Costs	
Software annual maintenance and upgrades	£430.00

Total Ongoing Annual Costs	£430.00
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