LONDON FIRE BRIGADE

Funding for the Shared Remediation Support Team

Report to:

Commissioner's Board ....
London Fire Commissioner

Date:

12 August 2026

Report by:
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Authorising Head of Service:
Spencer Sutcliff, Deputy Commissioner and Operational Director for Prevention, Protection & Control

Report classification:
For decision

For publication

Values met

Service

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report seeks to commit additional revenue expenditure, by way of funding from the Ministry for Housing, Communities and Local Government (MHCLG), of up to £1,315,200 to extend the establishment of the Shared Remediation Support Team by a further 12 months to the close of the 2027/28 financial year, thereby moving to a two-year funding model. The Shared Remediation Support Team was established previously by the London Fire Commissioner (LFC) for an initial 12-month period (2025/26) utilising funding provided by MHCLG, via the Greater London Authority (GLA). Find earmarked for 2025/26 was not committed and carried over into 2026/27, hence the two-year funding model will be for 2026/27 and 2027/28.

Recommended decision

For the London Fire Commissioner

The London Fire Commissioner agrees to commit additional revenue expenditure, by way of funding from the Ministry for Housing, Communities and Local Government, of up to £1,315,200 to extend the establishment of the Shared Remediation Support Team.

1 Introduction and background

1.1 The Local London Remediation Acceleration Plan (LLRAP) is a critical initiative designed to address the growing number of high-risk residential buildings in London operating under simultaneous evacuation strategies. These buildings pose significant safety concerns, and progress on remediation has been hindered by limited technical and enforcement capacity across the LFB, local authorities, and the private sector.

1.2 In 2025, the LFC approved the establishment of a Shared Remediation Support Team, utilising MHCLG funding, to accelerate the remediation of those high-rise residential buildings operating under a simultaneous evacuation strategy and would serve as a shared resource across LFB, the GLA, and London Councils, with the medium-term ambition of becoming a centralised support function for all stakeholders, including local authorities as a centralised team available to all stakeholders should improve efficiency, effectiveness and value for money.

1.3 The proposed commitment of additional expenditure set out in this report will extend the establishment of the Shared Remediation Support Team (attached at Appendix 1 and approved in LFC-25-076x), reflecting the transition from a short-term, single-year initiative to a more stable and deliverable two-year programme, further supported by MHCLG funding. The move to a two-year funding model strengthens the LFB's ability to recruit and retain the specialist skills necessary to accelerate remediation activity across London. It also supports improved operational planning, greater consistency in stakeholder engagement, and enhanced productivity through a more stable and experienced workforce.

1.4 As referenced in LFC-25-076x, multi-year funding has been agreed in-principle by MHCLG, aligned to the national remediation schedule. There is however no fixed grant timetable, instead there is a rolling strategy tied into the national goal to complete the remediation of all residential high-rise buildings by the end of 2029. It is likely therefore that further decisions will follow to commit revenue expenditure to extend the establishment of the Share Remediation Support Team to meet that timetable.

1.5 Overall, the two-year approach ensures that the programme delivers better value for money while maintaining momentum in reducing risk in high-rise residential buildings. It provides a more resilient and sustainable foundation for achieving the objectives set out LFC-25-076x, while ensuring that the Brigade can continue to respond effectively to the scale and complexity of the remediation challenge.

Revised Financial Position

1.6 The financial position underpinning LLRAP has evolved since the approval of LFC-25-076x due to the timing of grant allocation and the move towards delivery through a longer-term programme.

1.7 MHCLG awarded Year 1 funding of £976,000 for 2025/26 - the grant funding was not received until March 2026. As a result, there was no opportunity to recruit staff or incur programme expenditure during 2025/26 and consequently no expenditure was incurred against the Year 1 grant allocation. Agreement has subsequently been secured from the GLA as programme fund manager, to carry forward the unspent Year 1 funding into 2026/27 and that this principle can be applied to underspends for future years where MHCLG funding for this activity is available. This enables the original Year 1 allocation to be utilised during 2026/27 to establish the team and commence programme delivery.

1.8 MHCLG has confirmed that Year 2 funding - subject to the necessary approvals and release of funding through the GLA following agreement from the Deputy Mayor for Housing and Residential Development. The Brigade's intention remains to establish the Shared Remediation Support Team on two-year fixed-term contracts, providing the stability required to recruit and retain specialist technical and enforcement expertise.

1.9 Since the original funding submission was developed, cost assumptions have been reviewed to reflect current workforce and operational requirements. The Year 1 funding requirement has therefore been recalculated to account for:

- Pay award increases
- Associated increases in Market Rate Supplements (MRS)
- Employer on-cost changes
- Pension abatement costs, where applicable
- Information technology equipment and associated onboarding costs for new staff
- Other inflationary and employment-related cost pressures.

1.10 Consequently, authority is sought from the London Fire Commissioner to commit to an anticipated expenditure of up to the revised Year 1 budget together with the anticipated Year 2 funding allocation, which includes a 20 per cent uplift to reflect forecast pay, MRS and inflationary pressures over the life of the programme. This approach will ensure that, once confirmation of Year 2 funding is received from the GLA, the Brigade can recruit to the approved establishment and maintain a stable workforce capable of delivering the objectives of the LLRAP.

Future Demand and Resourcing Assumptions

1.11 The scale of the remediation challenge across London remains significant, with approximately 1,500 residential buildings currently subject to a simultaneous evacuation strategy (waking watch and/or fire alarm arrangements) as a result of a range of fire safety deficiencies, including external wall system defects, compartmentation failures and other building safety issues. As remediation activity accelerates and regulatory scrutiny increases, there remains the potential for demand on the Shared Remediation Support Team to exceed current forecasts.

1.12 To provide sufficient flexibility to respond to this evolving risk landscape, the proposed Year 2 budget includes provision for the potential recruitment of two additional FRS D posts should operational demand and programme requirements justify an increase in establishment. This contingency recognises the possibility that additional technical and enforcement capacity may be required to maintain momentum in reducing the number of buildings operating under simultaneous evacuation arrangements and to support the broader objectives of the London Remediation Acceleration Plan.

1.13 Should workload levels not require expansion of the team during the funding period, any resulting underspend will be managed in accordance with the grant conditions and, subject to agreement from MHCLG and the GLA and the continued availability of grant funding, the Brigade will seek approval to carry forward unspent funding into the subsequent financial year.

1.14 Funding Profile:

Funding Year	Financial Year	Funding Position	Value
Year 1 Grant	2025/26	Funding received on 27 March 2026	£976,000
Year 1 Expenditure	2025/26	Actual Spend	£0
Year 1 carried forward	2026/27	Unspent grant carried forward with GLA agreement	£976,000
Revised Year 2 Delivery Cost	2026/27	Recalculated cost including pay uplifts, MRS adjustments, ICT equipment and inflation	£1,315,200 minus any year underspend.
Year 2 Funding Requirement	2027/28	Year 1 cost plus 20% uplift	£1,315,200

Total Commitment Requested	2026/27–2027/28	Year 1 cost + Year 2 funding requirement	£2,291,200

Forecast Spend Profile Required for Release of Year 2 Funding

The following table demonstrates the expected delivery profile across the funding period and can be provided to the GLA to support release of the second-year funding allocation.

Financial Year	Description	Forecast Spend
2025/26	Actual spend. Funding received March 2026 - no expenditure incurred before year end.	£0
2026/27	al mobilisation year. Recruitment campaign and selection process undertaken during August/September 2026. Assumes staff commence in post from 1 November 2026. Conservative estimate of expenditure equivalent to approximately 30% of Year 1 grant value.	Approx £292,800 – up to 5 Months of financial year
2027/28	Full operational year of delivery with staff establishment in place. Forecast spend reflects remaining carried-forward Year 1 funding and approved Year 2 allocation.	Balance of programme expenditure – approx £683,200 (based on Year 1 budget remainder plus Year 2 allocation)

Any end of project underspend will be managed in the following way:

- Agreed team growth
- Agreed contract extension
- Returned

Rationale for Year 2 Uplift

1.15 The 20% uplift applied to Year 2 is required to ensure the continued delivery of the programme in line with workforce and market realities. This includes:

- Pay awards for 2026/27 and 2027/28, ensuring salaries remain competitive and aligned with national pay settlements;
- Market Rate Supplements (MRS) to attract and retain specialist technical and enforcement staff in a competitive labour market;
- Pension abatement costs, where required, to enable the engagement of experienced

former staff and subject matter experts;

- Inflationary and employment-related cost pressures associated with sustaining delivery beyond the initial year.

2 Objectives and expected outcomes

2.1 The revised funding model enables the offer of two-year fixed-term contracts, rather than one-year appointments. This delivers clear advantages:

- Recruitment and attraction
- Broadens the pool of candidates, particularly for hard-to-fill specialist roles
- Makes roles more attractive compared to short-term or agency opportunities
- Improves LFB's ability to compete with private sector remuneration packages
- Reduces turnover and repeated recruitment cycles
- Retains critical expertise and organisational knowledge
- Builds a more cohesive and experienced team
- Supports longer-term planning and delivery of remediation activity
- Improves continuity in stakeholder engagement (boroughs, regulators, responsible persons)
- Strengthens enforcement and case development capability
- Reduces reliance on agency staffing (identified in the original report as potentially increasing costs by ~20%)
- Maximise return on investment in any training and onboarding
- Improves productivity through workforce stability

3 Values Comments

3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

3.2 The proposed move to a two-year model will provide a more resilient and sustainable foundation for accelerating the remediation of high-risk buildings, reflecting a commitment to proactive service delivery that directly reduces fire risk and enhances community protection

3.3 The Brigade values are:

3.3.1 Service: we put the public first

3.3.2 Integrity: we act with honesty

3.3.3 Teamwork: we work together and include everyone

3.3.4 Equity: we treat everyone fairly according to their needs

3.3.5 Courage: we step up to the challenge

3.3.6 Learning: we listen so that we can improve

4 Equality Comments

4.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to thePublic Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

4.2 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, andafter the decision has been taken.

4.3 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.

4.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions,to have due regard to the need to:

4.4.1 eliminate discrimination, harassment and victimisation and other prohibited conduct.

4.4.2 advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.

4.4.3 foster good relations between people who share a relevant protected characteristic and persons who do not share it.

4.5 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 havingdue regard, in particular, to the need to:

4.5.1 remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.

4.5.2 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.

4.5.3 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.

4.6 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.

4.7 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:

4.7.1 tackle prejudice

4.7.2 promote understanding.

4.8 In line with the Public Sector Equality Duty under the Equality Act 2010, fair and inclusive recruitment practices will be applied. Recruitment will be designed to ensure equal access and opportunity for individuals with protected characteristics, including through the use of inclusive job descriptions, accessible application processes, and reasonable adjustments during selection. The LFC will ensure that recruitment methods actively promote diversity and mitigate potential barriers to participation.

4.9 The LFC will endeavour to identify any potential adverse impacts and ensure that equality considerations are embedded throughout the lifecycle of the initiative. This includes assessing the impact of team structure, working arrangements, and service delivery on different groups. Consultation with internal stakeholders, including staff networks and trade unions, will support recruitment processes. The LFC will review processes as the project evolves to ensure that equality remains a central consideration and not an afterthought.

5 Other considerations

Workforce comments

5.1 None

Sustainability comments

5.2 None

Procurement comments

5.3 None

Communications comments

5.4 None

6 Financial comments

6.1 This paper recommends that revenue expenditure of up to £1,315,200 is agreed to extend the establishment of the Shared Remediation Support Team. This is in addition to the original approval of £976,000 (LFC-25-076x).

6.2 The original allocation will now be incurred in the 2026/27 and 2027/28 financial years. The funding for this was placed into an earmarked reserve and will meet all costs incurred for the first £976,000 of expenditure.

6.3 Once the additional funding of £1,315,200 is received this will be placed into the same earmarked reserve and then drawn down as required to fund the project in subsequent financial year.

6.4 The increase in funding of £339,200 reflects the impact of pay awards including a Market Rate Supplement and Pension Abatement costs. The increase will also enable a contingency to cover any changes required within the team and IT Equipment/Training courses. Spend will be monitored against the overall funding available over the course of the project to ensure spend is contained within the envelope available.

6.5 As this is fully funding this will have no impact on the 2026/27 financial position reporting or the budget setting process for future years.

7 Legal Comments

7.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "LFC") 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 LFC specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

7.2 By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor. Paragraph (b) of Part 2 of the said direction requires the LFC to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices…".

7.3 In this instance, the 'Mayoral Decision-Making in the Greater London Authority' Part B, Section 3.2 states that "…a decision to commit Programme Expenditure, or to enter into any other type of Non-Routine Financial Commitment, of more than £250,000" is a matter that is reserved to the Mayor. The issuing of that expenditure (via a Mayoral Decision) is in lieu of a decision by the Deputy Mayor providing prior approval for the London Fire Commissioner to commit expenditure exceeding £150,000 or above.

7.4 The statutory basis for the actions proposed in this report is provided by section 7 (2)(a) of the Fire and Rescue Services Act 2004, under which the LFC must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting. Furthermore, under section 7 (2)(b) of the aforementioned Act the LFC must secure the provision of training for personnel.

7.5 To be able to offer services to other public bodies the LFC may need to enter into formal legal agreements with those bodies to provide technical or professional services. The scope and format of those agreements is not considered in this report will need to be agreed with those bodies in consultation with General Counsel's department.

List of appendices

Appendix	Title	Open or confidential*
1	Team Detail	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: No

Appendix 1

Team Detail

1. Team Leader / Senior Remediation Officer (1)
Role: Strategic oversight, prioritisation, and coordination with LFB leadership, GLA, and boroughs.
Responsibilities:

- Lead team planning and performance monitoring.
- Represent the team in high-level meetings (e.g. KAMs).
- Ensure alignment with LRAP objectives and funding conditions.

2. Fire Safety Technical Advisor / Fire Engineer (2)
Role: Provide expert technical input on fire safety matters.
Responsibilities:

- Review and interpret PAS 9980 assessments and FRAEWs.
- Advise on risk prioritisation and remediation strategies.
- Support enforcement case preparation with technical evidence.

3. External Wall Specialist (2)

- Liaise with fire engineers and remediation officers to prioritise high-risk buildings.
- Support enforcement actions by supplying technical evidence on external wall risks.
- Provide expert advice on remediation strategies for unsafe cladding and insulation materials.
- Interpret and evaluate PAS 9980 assessments related to external wall construction.
- Assess external wall systems for compliance with fire safety regulations.

4. Enforcement Officer (1) **(Competent Investigator)**
Role: Lead on enforcement case development and legal coordination.
Responsibilities:

- Liaise with legal teams and external solicitors.
- Draft Article 27 letters/enforcement notices/Remediation Orders.
- Oversee evidence gathering and case file preparation.

5. Remediation Support Officers (3 roles)
Role: Deliver core operational support across data, engagement, and enforcement.
Responsibilities:

- Track remediation progress and documentation (e.g. FRAEWs, evacuation strategies).
- Engage with responsible persons and borough officers.
- Support stakeholder meetings and follow-up actions.

6. Data & Intelligence Analyst (2)
Role: Lead on data integration, analysis, and reporting.
Responsibilities:

- Cross-reference GLA, Homes England, MHCLG and LFB datasets.
- Identify high-risk MRBs and trends in non-compliance.
- Develop dashboards and performance metrics.

7. Administrative & Digital Tools Officer (2)
Role: Provide administrative support and drive digital innovation.
Responsibilities:

- Manage team documentation and scheduling.
- Explore and implement IT/AI tools to automate workflows.
- Support onboarding and training logistics.

Team Structure and Estimated Costs – 2026/27 Unit Costs

Grade	Unit Cost (incl. NI, Pension)	No. of Posts	Total Cost
FRS F	£86,887	1	£86,887
FRS E	£68,239	5 (2+2+1)	£341,195
FRS D	£60,427	5 (3+2)	£302,135
FRS C	£50,118	2	£100,236
Total (Baseline)		13 posts	£ 830,453
Total including 20% contingency			£996,543