

Utilisation of Government Funding to Establish a Shared Remediation Support Team

Report to:

Date:

Commissioner's Board 10 September 2025
London Fire Commissioner

Report by: Pam Oparaocha – Assistant Commissioner for Prevention and Protection

Authorising Director:

Charlie Pugsley, Deputy Commissioner and Operational Director for Prevention, Protection and Policy

Report classification:

For decision

For publication/Not for publication: For publication

Values met

Service
Teamwork
Learning

I agree the recommended decision below.



Jonathan Smith
London Fire Commissioner

Date

This decision was remotely
signed on 18 December 2025

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This paper seeks approval for the use of up to £996,529 of government funding (managed by the Greater London Authority (GLA)) to establish a fixed-term, shared remediation support team. This team will accelerate the remediation of high-rise residential buildings operating under a simultaneous evacuation strategy and will 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 (rather than a pure London Fire Brigade (LFB) team) available to all stakeholders should improve efficiency, effectiveness and value for money.

Recommended decision

For the London Fire Commissioner

The London Fire Commissioner agrees that up to £996,529 of government funding be allocated to establish a remediation support team.

1 Introduction and background

- 1.1 The Local London Remediation Acceleration Plan (LLRAP) aims to address the significant number of high-risk residential buildings in London requiring urgent remediation. As of 15 August 2025, over 568 mid-rise buildings (MRBs) and 876 high rise buildings (HRBs) have adopted simultaneous evacuation strategies, reflecting elevated risk. There are also many other buildings in need of remediation where the evacuation strategy has not needed to be changed (e.g. due to level of risk and mitigation measures).
- 1.2 A key barrier to progress is the limited technical and enforcement capacity across LFB, local authorities and the private sector. This proposal outlines the creation of a dedicated team of 13 persons on fixed term contracts at an annual cost of £996,529 to provide targeted support, improve coordination, and accelerate remediation outcomes.
- 1.3 The team will:
 - Provide technical, administrative, and enforcement support
 - Liaise with London boroughs, responsible persons, and the Building Safety Regulator
 - Analyse and track remediation data
 - Explore digital tools and AI to improve efficiency

- Support legal case preparation and enforcement action

- 1.4** The team will operate initially supporting LFB-led remediation efforts, with agreement to be reached with the GLA and other regulators to enable its deployment across London. The intention remains for this to be a joint initiative, evolving into a centralised support function accessible to all stakeholders involved in building safety remediation.
- 1.5** While the preferred and long-term ambition remains the creation of a centrally accessible remediation support team that serves all stakeholders—including local authorities, who have expressed strong support for this model—LFB is committed to maintaining momentum in the interim. To ensure continued progress, LFB will actively explore alternative options such as augmenting existing LFB teams. This may include adding data analysts to the High Risk Premises Team (HRPT) to prepare and transfer data to the Homes England MRB database, or deploying additional investigators within our Enforcement Team to accelerate case development. LFB recognises that meaningful progress in remediation requires stakeholders to share resources, ideas, and good practice, and to learn from past challenges.

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)	£302,113
FRS C	£50,118	2	£100,236
Total (Baseline)		13 posts	£ 830,441
Total including 20% contingency			£996,529

- 1.6** Currently, one year funding has been approved (2025/2026) although in principle the funding is multiyear, aligning with the national remediation schedule. There is 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.

Additional Cost Considerations

- 1.7** Market Rate Supplement (MRS): Estimated at 10% of baseline cost of technical staff (5 staff).
 Recruitment Overheads: IT, uniforms, training, and abatement costs.
 Agency Recruitment: May increase costs by ~20% to accelerate onboarding
 Legal Support: Additional spend via the Call Off Framework may be required
 Spending Rules: Clarification may be needed on applicable Treasury rules
- 1.8** To ensure the successful establishment and operation of the proposed remediation support team, a 20% contingency has been applied to the baseline cost of £830,441. This contingency is intended to cover essential additional cost considerations, including market rate supplements, recruitment overheads, and potential agency fees to expedite onboarding. It also accounts for operational necessities such as IT equipment, training, uniform costs (where applicable), and

subsistence expenses. This comprehensive approach reflects prudent financial planning and ensures the team is adequately resourced to meet delivery expectations. By anticipating these costs upfront, we aim to minimise financial risk and maintain momentum in delivering the objectives of the government-funded programme.

- 1.9** It is acknowledged that some of the associated costs—such as training, IT equipment, uniforms, and subsistence—are difficult to calculate with precision at this early stage. These costs will vary depending on final recruitment methods, onboarding timelines, and operational needs as the team becomes established. However, this uncertainty should not hinder progress, provided the total expenditure remains within the agreed maximum funding envelope. The inclusion of a 20% contingency is specifically designed to absorb these variables, ensuring financial control while allowing the flexibility needed to deliver the programme effectively.

2 Objectives and expected outcomes

2.1 Strategic Benefits

- Accelerates remediation of high-risk buildings
- Enhances enforcement capacity and legal preparedness
- Improves coordination across boroughs and stakeholders
- Reduces pressure on core fire safety staff
- Supports long-term ambition for a centralised, multi-agency remediation hub

- 2.2** The establishment of the LRAP-funded remediation support team offers a range of strategic benefits that directly address the challenges facing building safety in London. By accelerating the remediation of high-risk buildings—particularly those operating under simultaneous evacuation strategies—the team will help reduce the exposure of residents to ongoing fire safety risks. It will also significantly enhance enforcement capacity and legal preparedness, enabling more timely and effective action against non-compliance.

- 2.3** Improved coordination across boroughs and stakeholders will foster a more unified and efficient approach to remediation, breaking down silos and streamlining communication. Importantly, the team will alleviate pressure on core fire safety staff, allowing them to focus on their statutory duties while the support team handles complex remediation tasks. In the long term, this initiative supports the ambition to create a centralised, multi-agency remediation hub, capable of sustaining progress and driving systemic improvements in building safety across London.

Risks and Mitigations

- 2.4** Risk: Short-term funding limits recruitment
Mitigation: Use fixed-term contracts and agency support
- 2.5** Risk: Skills shortages in fire safety sector
Mitigation: Flexible recruitment and secondments
- 2.6** Risk: Delays in onboarding
Mitigation: Early engagement with HR and IT
- 2.7** Risk: Legal complexity
Mitigation: Use of experienced legal firms via Call Off Framework

Measuring outcomes

2.5 It is important that such a team can demonstrate value to the public purse by supporting the acceleration of remediation in London. Therefore, a suite of transparent and relevant performance metrics will be developed, with examples including but not limited to:

- Key Account Meetings held (which supports joint understanding, Responsible Person engagement, tasking etc.)
- Data transferred to the Homes England National Remediation System (NRS) which can then be used by partners to reduce duplication and improve efficiency.
- Improvement data relating to remediation enforcement.

2.6 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—currently over 1,400 buildings. These buildings pose significant safety concerns, and progress on remediation has been hindered by limited technical and enforcement capacity across the London Fire Brigade, local authorities, and the private sector. The establishment of a dedicated, government-funded remediation support team could accelerate action, improve coordination, and enhance enforcement. This shared resource could not only reduce pressure on core fire safety staff but also lay the foundation for a centralised, multi-agency hub capable of driving long-term building safety improvements across London.

3 Values Comments

3.1 The LRAP proposal is fundamentally driven by public safety. By accelerating the remediation of high-risk buildings—particularly those under simultaneous evacuation strategies—the Brigade is prioritising the wellbeing of over 1,400 affected buildings and thousands of residents. The creation of a shared support team reflects a commitment to proactive service delivery that directly reduces fire risk and enhances community protection.

3.2 The proposal emphasises collaboration across LFB, GLA, London Councils, and local authorities. The ambition to create a centralised, multi-agency hub and the interim options to embed resources within existing teams (e.g., HRPT and Enforcement) show a commitment to inclusive, ambitions to achieve shared goals.

3.3 The Brigade values are:

- Service: we put the public first
- Integrity: we act with honesty
- Teamwork: we work together and include everyone
- Equity: we treat everyone fairly according to their needs
- Courage: we step up to the challenge
- 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 the Public 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** In line with the Public Sector Equality Duty under the Equality Act 2010, the establishment of the remediation support team will incorporate fair and inclusive recruitment practices from the outset. 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. We will ensure that recruitment methods actively promote diversity and mitigate potential barriers to participation.
- 4.3** We 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. We will review our processes as the project evolves to ensure that equality remains a central consideration and not an afterthought.
- 4.4** 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.
- 4.5** 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.
- 4.6** The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 4.7** Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 4.8** 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.

4.9 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

5 Other considerations

5.1 None

Workforce comments

5.2 None

Sustainability comments

5.3 None

Procurement comments

5.4 None

Communications comments

5.5 None

6 Financial comments

6.1 This paper seeks approval for the use of up to £996,529 of government revenue funding (which is currently managed by the GLA) to establish a fixed-term, shared remediation support team of 13 posts.

6.2 The 13 posts will initially be set up for a term of one year likely starting at the end of 2025. Unit costs reflect the latest proposed pay awards for 2025 .

6.3 If agreed, finance will update the 25/26 and 26/27 budgets to reflect the additional expenditure and funding. These will then be monitored as part of the LFB's regular financial position reporting. A 20% contingency has been added to cover any related on-costs including kit.

6.4 Spend and funding will be reviewed on an ongoing basis after the initial one year period. Additional funds will be requested from the GLA and will be the subject of updated reporting if required in line with governance requirements.

6.5 This will not have an impact on the overall financial position of the brigade.

6.6 The process to provide this funding will be considered as part of future discussions with the GLA.

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.
- 7.3** 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...".
- 7.4** The Deputy Mayor's approval is accordingly required for the expenditure identified in part 2 to this report.
- 7.5** 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.
- 7.6** 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*

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. Senior Enforcement Officer (1)

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.