

REQUEST FOR DEPUTY MAYOR FOR PLANNING, REGENERATION, AND THE FIRE SERVICE DECISION 266

NILO programme management

Executive summary:

This decision paper concerns the National Interagency Liaison Officer (NILO) programme, which coordinates and provides the NILO and National Control Liaison Officer (NCLO) training and course delivery from September 2024 onwards. The courses are delivered and managed by London Fire Brigade's Operational Resilience and Control unit.

The London Fire Commissioner Governance Direction 2018 sets out a requirement for the London Fire Commissioner to seek the prior approval of the Deputy Mayor for Planning, Regeneration and the Fire Service before "[a] commitment to expenditure (capital or revenue) of £150,000 or above, as identified in accordance with normal accounting practices".

Decision:

That the Deputy Mayor for Planning, Regeneration and the Fire Service authorises the London Fire Commissioner to commit revenue expenditure, of up to £813,750, to deliver the National Interagency Liaison Officer programme. This cost will be fully offset by the revenue income generated from course delegates.

A reserve of £4,366 per annum will be set aside to ensure financial resilience in the event of course cancellations and miscellaneous costs.

Deputy Mayor for Planning, Regeneration and the Fire Service

I confirm that I do not have any disclosable pecuniary interests in the proposed decision.

The above request has my approval.

Signature:



Date:

07/05/2027

PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE DEPUTY MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1. Report LFC-25-029 to the London Fire Commissioner (LFC) provides a detailed overview of the National Interagency Liaison Officer (NILO) programme. This decision paper provides a summary of that report, which proposes a cost neutral delivery of the programme by LFB.
- 1.2. London Fire Brigade (LFB) has the intellectual property rights and responsibility for the oversight of the NILO programme.
- 1.3. The NILO role was developed by LFB in 2001 to improve interoperability at terrorism, high threat, and other major incidents. The role has expanded over time to include other key elements, including national security and protective security operations.
- 1.4. NILO is multiagency, with responders from fire and rescue, ambulance and police services. This includes the British Transport Police, HM Coastguard, and the Ministry of Defence. LFB delivers training supported by the National Coordination Office, with LFB's Assistant Commissioner or Deputy Assistant Commissioner of Operations Resilience acting as the national coordinator. A new National Control Liaison Officer (NCLO) was recently added.
- 1.5. Previously, the Fire Service College hosted 14 NILO and NCLO training courses each year, managing the delegates and payments. LFB was paid a proportion of income for its role in delivering the courses.
- 1.6. Due to failures by the Fire Service College to provide suitable accommodation and learning space, as well as problems with pre-course learning and marketing information, the decision was made to move the courses from the college in September 2024.

2. Objectives and expected outcomes

- 2.1. The proposal for LFB to take over the management of the programme will ensure consistent delivery of quality-assured courses. It will require the creation of two new posts to oversee and manage the programme.

3. Equality comments

- 3.1. The LFC, and the Deputy Mayor for Planning, Regeneration and the Fire Service (Deputy Mayor), 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.
- 3.2. There is no adverse impact on equality in relation to the creation of the new roles or relocation of the course management to LFB.
- 3.3. In respect of attendance on the NILO course, the recruitment and selection of potential NILOs outside of the LFB is determined by partner agencies and their own internal procedures. The LFB maintains its own NILO course conduct and policy which promotes equality, diversity and inclusion.

4. Other considerations

- 4.1. Procurement supporting delivery of the courses will be via LFB's venues and events contract with Calder Conference Ltd, part of the Crown Commercial Service framework. The estimated value of the

spend is within the contract value; this expires in November 2027, with an optional 12-month extension period.

Conflicts of interest

- 4.2. There are no conflicts of interest to declare from those involved in the drafting or clearance of this decision.

5. Financial comments

- 5.1. Ongoing revenue expenditure of £813,750 per year is required to deliver programmes from 2025-26. A full cost breakdown is provided in the appendix of the LFC report.
- 5.2. The anticipated income from the courses is £813,750, on a cost-recovery basis.
- 5.3. The final LFC 2025-26 budget report incorporates the budget for the expenditure and corresponding income.

6. Legal comments

- 6.1. Under section 9 of the Policing and Crime Act 2017, 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.
- 6.2. By direction dated 1 April 2018 (the Direction), the Mayor set out those matters for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor.
- 6.3. Paragraph (b) of Part 2 of the 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 practice”.
- 6.4. The Deputy Mayor’s approval is accordingly required for the LFC to purchase the services detailed in this report, which are required to run the courses as set out. It has been confirmed that the services required fall within the scope of, and will be secured using, the LFC’s venues and events contract with Calder Conference Ltd. This was procured fully in accordance with the Public Contract Regulations 2015.
- 6.5. The additional roles needed to run the courses set out in this report also require the LFC’s approval.
- 6.6. The proposals in this report – to provide training to other public bodies, both UK-based and international – may be undertaken under the LFC’s powers under section 12 and section 5 of the Fire and Rescue Services Act 2004 (FRSA). Specifically, section 12 permits the LFC to provide the services of any persons employed by it, or any equipment maintained by it, to any person for any purpose that appears to the LFC to be appropriate. The LFC may provide these services both outside and within the LFC’s area (i.e., Greater London).
- 6.7. The LFC is permitted under section 18A of the FRSA to charge any person for any action taken by the LFC.
- 6.8. The level of charging must be set by the LFC, having consulted any person they feel appropriate, which in this case likely is confined to the course attendees.
- 6.9. In setting a charge, the LFC must secure that (taking one financial year with another) its income from charges does not exceed the cost of taking the action for which the charges are imposed. In other words, it must ensure that the charging is on a cost-recovery basis, and not a profit-making basis.

Appendices and supporting papers:

Appendix 1 – Report LFC-25-029 – NILO Programme Management

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form? NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer

Soeli Dayus has drafted this report with input from the LFC and in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service

Rachael Hickman has reviewed the documentation and is satisfied for it to be referred to the Deputy Mayor for Planning, Regeneration and the Fire Service for approval.

✓

Advice

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board:

A summary of this decision was reviewed by the Mayoral Delivery Board on 6 May 2025.

✓

CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:

Fay Hannam

Date:

06/05/2027