

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3525

Fire and Rescue National Framework for England documents

Executive summary:

Every year, the London Fire Commissioner (LFC) is required to prepare a Statement of Assurance; an Efficiency Plan; a Medium-Term Financial Plan; and a Reserves Strategy. This is in accordance with the Fire and Rescue National Framework for England (the Framework).

The Greater London Authority Act 1999 requires these documents to be reviewed by the London Assembly's Fire Committee, and subsequently approved by the Mayor of London, before being published.

The London Fire Commissioner Governance Direction 2018 requires the LFC to consult the Deputy Mayor with responsibility for Fire (Deputy Mayor) on any document prepared for publication by the LFC, in accordance with the framework, before approval is sought from the Mayor. On 24 November 2025, the Deputy Mayor was consulted on the LFC's Statement of Assurance 2024-25. On 24 March 2026, the Deputy Mayor was also consulted on the LFC's Efficiency Plan; the Reserves Strategy; and the Medium-Term Financial Plan (covering 2026-27 to 2028-29).

These documents were considered by the London Assembly's Fire Committee on 13 January 2026. The Committee noted them, and agreed to refer them to the Mayor. The Mayor's approval is now requested.

Decision:

The Mayor approves publication of the following documents, produced by the London Fire Commissioner (LFC) and notifies the LFC that they may be published:

- Statement of Assurance 2024-25
- Efficiency Plan
- Medium-Term Financial Plan (covering 2026-27 to 2028-29)
- Reserves Strategy.

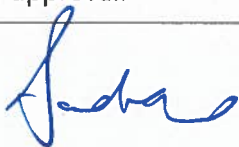
This decision is taken in accordance with the requirements of Greater London Authority Act 1999; the Fire and Rescue National Framework for England; and the London Fire Commissioner Governance Direction 2018. .

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:



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

Decision required – supporting report

1. Introduction and background

1.1. The London Fire Commissioner (LFC) has prepared:

- a Statement of Assurance for 2024-25
- an Efficiency Plan
- a Reserves Strategy
- a Medium-Term Financial Plan covering 2026-27 to 2028-29.

This is in accordance with the requirements of:

- the Greater London Authority Act 1999 (the GLA Act)
- the Fire and Rescue National Framework for England (the Framework)¹
- the Mayor's London Fire Commissioner Governance Direction 2018 (MD2260).²

1.2. Section 327G of the GLA Act states that any document prepared in accordance with the Framework, setting out the LFC's priorities and objectives in connection with the discharge of the LFC's functions or stating how the LFC has had regard to any such document and to the Framework, must be sent in draft to the Mayor and the London Assembly before it is published.

1.3. The Statement of Assurance, the Efficiency Plan, the Reserves Strategy and the Medium-Term Financial Plan all fall within the definition of a document prepared in accordance with the Framework. They must therefore be reviewed by the Assembly's Fire Committee and subsequently approved by the Mayor.

1.4. The LFC Governance Direction 2018 – which sets out matters requiring the prior approval of the Mayor, or the Deputy Mayor with responsibility for Fire (Deputy Mayor) – requires the latter to be consulted, as far as practicable, before a decision on matters requiring the Mayor's consent under that direction. The LFC presented drafts of these documents, for consultation, to the Deputy Mayor's Fire Board on 24 November 2025; and subsequently presented updates on the Efficiency Plan, Reserves Strategy and Medium-Term Financial Plan. The Deputy Mayor reviewed the documents and recommended that the Mayor approve the LFC sharing the documents with the Fire Committee.

1.5. In accordance with the LFC Governance Direction 2018, on 11 December 2025 the Mayor gave consent to the LFC to provide the documents to the London Assembly's Fire Committee. On 13 January 2026, the Fire Committee considered:

- the LFC's Statement of Assurance for 2024-25
- the Efficiency Plan
- the Reserves Strategy
- the Medium-Term Financial Plan covering 2026-27 to 2028-29.

The Fire Committee wrote to the Mayor following the meeting (Appendices 1-2). It made some comments to the Mayor in relation to financial challenges; and sought assurance against progress

¹ Home Office, [Fire and Rescue National Framework for England](#), 8 May 2018

² GLA, [MD2260: The London Fire Commissioner Governance Direction 2018](#), 21 March 2018

towards the delivery of all targets under the Community Risk Management Plan, but did not suggest any changes to the documents, and recommended they be published. The Deputy Mayor has reviewed and agreed the decision set out in this report, which recommends that the Mayor gives approval to the LFC to publish the documents.

- 1.6. The Mayor is therefore requested to approve the documents, so that they may be published by the LFC.

2. Objectives and expected outcomes

- 2.1. The objective of the proposed decision is to allow the LFC to publish required documents under the Framework. This will enable the LFC to maintain compliance with the Framework; and demonstrate how the LFC is meeting its objectives.
- 2.2. The LFC's Efficiency Plan makes up its budget submission to the Mayor's 2026-27 budget. The Reserves Strategy and the Medium-Term Financial Plan were appended to the submission (these documents can be found at Appendix 3). These were prepared in accordance with guidance from the Chartered Institute of Public Finance and Accountancy, to assist in decision-making and the ultimate approval of the 2026-27 budget for the LFC. The Statement of Assurance is prepared separately.

Statement of Assurance

- 2.3. The purpose of the Statement of Assurance is to provide assurance on financial, governance and operational matters; and show how London Fire Brigade (LFB) has had regard to the expectations in its integrated risk-management plan, and the requirements included in the Framework. Detailed performance data has also been included in the report. The Statement of Assurance for 2024-25 is at Appendix 4 of this report.

Efficiency Plan

- 2.4. The LFC's Efficiency Plan makes up, as a whole, its budget submission to the Mayor's 2026-27 budget; it can be found at Appendix 3. The budget-setting process for 2026-27 once again presented a challenge – despite delivering savings and efficiencies of £28 million, as committed to in the 2025-26 LFC budget. Additional funding of £8.9 million was announced by the Mayor in his final consolidated budget, to close a gap in the LFC budget. This included funding of £5 million for the Modern Firefighting Training Programme, to enable the programme to continue and move to the next phase.

Medium-Term Financial Plan

- 2.5. The Medium-Term Financial Plan represents a key part of the LFC's decision-making process in financial planning for the future. This plan brings together all the known factors affecting the organisation's financial position, and its financial sustainability, into one place. The plan covers the financial years 2026-27 to 2028-29; it is included within the LFC's budget submission, at Appendix 3 of this report.

Reserves Strategy

- 2.6. In setting the LFC's budget for 2026-27, due consideration was given to the robustness of the estimates used in preparing that budget, and the adequacy of the LFC's reserve levels. This was set out in a Reserves Strategy, which is included within the LFC's budget submission (at Appendix 3 of this report).
- 2.7. The LFC's earmarked reserves (including the Budget Flexibility Reserve) have reduced over time, as those funds have been used to support essential transformation activity in recent years. LFB's Chief Finance Officer has judged the current level of reserves to be prudent in the context of known future liabilities, risks and funding uncertainties facing the organisation. The level will be kept under review.

In particular, LFB aims to ensure there is a General Reserve equating to 3.5 per cent of Mayoral funding over the medium term. There is a temporary reduction in the General Reserve, but this is forecast to return to above the minimum level by the end of the medium-term forecast.

3. Equality comments

- 3.1. The Mayor, the LFC and the Deputy Mayor are required to comply with the Public Sector Equality Duty (section 149 of the Equality Act 2010) when exercising their functions, including when taking decisions.
- 3.2. 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, in order to ensure that equalities impacts are kept under ongoing review.
- 3.3. 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.
- 3.4. The Public Sector Equality Duty requires the Mayor, in the exercise of all his functions, to have due regard to the need to:
 - eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act
 - 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.
- 3.5. Equalities implications were considered as part of the consultation with the Deputy Mayor on 24 November 2025. A detailed breakdown of the identified impacts and mitigations are included in Appendix 5 of the LFC Budget 2026-27 document (Appendix 3 of this decision paper).

Statement of Assurance

- 3.6. The Statement of Assurance reflects the elements that make up LFB's governance framework. Equality and diversity formed part of the assurance-gathering processes that supported the production of the statement. The statement describes LFB's systems of internal control; and specifically refers to this encompassing 'providing adherence to the Authority's values and ethical standards through the application of the leadership model and equality framework'. The framework is subject to an equality analysis. This is to ensure that any impacts on those sharing protected characteristics, as a result of LFB proposals, are identified, assessed and mitigated where possible, in line with LFB policy, which seeks to embed consideration of equality and diversity at all levels within the service.
- 3.7. In particular, the Statement of Assurance is aligned to the current integrated risk management plan, known as Your London Fire Brigade (YLFB). This was published in January 2024, and was therefore in place for the period covered by the Statement of Assurance.
- 3.8. YLFB was subject to full equality impact analyses, to comply with the Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010. The equality impact analysis of YLFB was reported to the Mayor in December 2022, when he took the decision to approve the plan (MD3051). The analyses considered the anticipated impact of specific proposals on people who share protected characteristics. They contained supporting evidence; details of consultation undertaken; and proposed actions to mitigate any negative impact. Fire authority decisions on changes to LFB policy and practice, arising

from the commitments in the YLFB, have been subject to further equality impact assessments. In addition, specific commitments on equality, inclusion and diversity measures in YLFB are subject to quarterly reporting and review.

Efficiency Plan, Medium-Term Financial Plan and Reserves Strategy

- 3.9. The LFC's 2026-27 budget proposals – of which the Efficiency Plan, the Medium-Term Financial Plan and the Reserves Strategy were part – were subject to an initial equality impact assessment, which was appended to the LFC's budget submission, included as Appendix 3 to this report (see Appendix 5 of the LFC budget submission).

4. Other considerations

Risk management

- 4.1. There are no risks specifically arising from this decision. The Statement of Assurance sets out how LFB followed a risk-based approach in 2024-25 to support the priorities in the YLFB. The substantive risks and opportunities relating to the LFC's financial position are set out, in detail, in its budget. A detailed analysis of financial risks and opportunities for the LFC were set out in the LFC's budget submission to the Mayor.

Link to Mayoral strategies and priorities

- 4.2. The approval process for these documents contributes towards the democratic oversight the Mayor and Assembly have over how the LFC exercises its functions.

Conflicts of interest

- 4.3. There are no known conflicts of interest to declare for those involved in the drafting or clearance of this Mayoral Decision.

5. Financial comments

- 5.1. The LFC's 2026-27 budget submission (which addresses the requirements for an Efficiency Plan, a Reserves Strategy and a Medium-Term Financial Plan) is prepared by the LFC's Assistant Director for Finance, with financial implications considered throughout. There are no financial implications arising from the Statement of Assurance. These documents do not commit the Mayor to provide additional funding to the LFC. As a result, there are no new direct financial implications for the GLA.

6. Legal comments

- 6.1. Section 1 of the Fire and Rescue Services Act 2004 (the 2004 Act) states that the LFC is the fire and rescue authority for Greater London. When carrying out its functions, the LFC is required to 'have regard to the Fire and Rescue National Framework' prepared by the Secretary of State (section 21 of the 2004 Act).
- 6.2. The Framework sets out the documents that each fire and rescue service is required to produce, including an integrated risk management plan (for 2023-24, this includes the YLFB); an annual statement of assurance (see Appendix 4); and its financial plans, including an efficiency plan, a medium-term financial strategy and a reserves strategy (see Appendix 3).
- 6.3. Section 327G of the GLA Act provides that, before publishing these documents, the LFC must send a copy in draft to the Mayor and Assembly. The LFC may not publish them unless the Assembly has had the opportunity to review them and the approved draft document has been approved by the Mayor.

- 6.4. Under section 327D of the GLA Act, the Mayor may issue to the LFC specific or general directions as to the exercise of their functions, and as to the manner in which those functions are to be exercised. The London Fire Commissioner Governance Direction 2018, dated 21 March 2018, sets out those matters in relation to which the LFC requires the prior approval of either the Mayor or the Deputy Mayor.
- 6.5. Paragraph 1.1 (b) of the London Fire Commissioner Governance Direction 2018 requires the LFC to seek the prior approval of the Mayor before “approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G (2) of the GLA Act 1999.” Paragraph 6.1 (b) further states:
- “‘London Safety Plan’ refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G(1)(a) and/or (b) of the GLA Act 1999.”
- 6.6. Paragraph 3.1 of the London Fire Commissioner Governance Direction 2018 states:
- “The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken:
- a) Anything that requires the consent of the Mayor under Part 1 of this Direction;
 - b) Anything that requires the consent of the Mayor under any enactment.”
- 6.7. Subject to the Mayor’s approval, the LFC will be able to publish the documents.

Appendices and supporting papers:

- Appendix 1: Letter from Chair of Fire Committee (financial documents)
- Appendix 2: Letter from Chair of Fire Committee (Statement of Assurance)
- Appendix 3: LFC Budget Submission 2026-27
- Appendix 4: LFC Statement of Assurance 2024-25

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) 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 it has been approved or on the defer date.

Part 1 – Deferral

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

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included 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 in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Chandru Dissanayeke has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Jules Pipe has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board

This decision was agreed by the Mayoral Delivery Board on 3 August 2026.

CHIEF FINANCE OFFICER:

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

Signature:

Fay Hammond

Date:

4 August 2026

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor.

Signature:

D. Bellamy

Date:

3 August 2026

