



LONDON FIRE BRIGADE

Decision title

## National Inter-Agency Liaison Officer (NILO) Policy

Recommendation by  
Assistant Commissioner, Operational Resilience

Decision Number  
LFC-0156-D

Protective marking: **OFFICIAL - Sensitive**  
Publication status: Published with redactions

### Summary

LFC-0156 proposes a new London Fire Brigade National Inter-Agency Liaison Officer (NILO) policy for agreement and implementation. The LFB NILO policy brings LFB in line with the national NILO guidance for Fire and Rescue Services. The forward-facing policy will deliver standards of delivery and capability information for NILOs.

### Decision

The London Fire Commissioner approves Appendix A of report LFC-0156 as the London Fire Brigade's National Inter-Agency Liaison Officer policy.

**Dany Cotton QFSM**  
London Fire Commissioner

Date 5-6-19

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LONDON FIRE BRIGADE

Report title

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## National Inter-Agency Liaison Officer (NILO) Policy

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Report to

Commissioner's Board

Date

27 March 2019

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Report by

Deputy Assistant Commissioner  
Operational Resilience & Special Operations Group

Report number

LFC - 0156

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Protective marking: **OFFICIAL - Sensitive**

Publication status: Published with redactions

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### Summary

This report provides details regarding the submission of the LFB NILO Policy to the Commissioner's Board for agreement and implementation.

### Recommended decision

That the LFB NILO Policy (attached at Appendix A) be agreed.

### Background

1. The LFB NILO policy brings LFB in line with the national NILO Guidance for Fire and Rescue Services. The policy also delivers an appendix marked at official sensitive in order to support protectively marked operations. The forward facing policy (which is not protectively marked) will deliver standards of delivery for NILO and will also provide information to staff regarding the capability of the NILO function.

### Finance comments

2. The NILO policy was circulated to all Heads of Service on 15<sup>th</sup> June 2018. It was noted by Finance that there are no financial implications for the implementation of this policy.

### Workforce comments

3. This policy was sent by the Joint Secretary to all Representative Bodies on 15<sup>th</sup> October 2018. Comments were received on 14<sup>th</sup> November 2018 (also replying via the joint secretary on 22 November 2018 from the Fire Officers Association). These comments resulted in minor amendments being made to the LFB NILO policy which lead to the subsequent agreement of the attached policy.

### Legal comments

4. This policy was sent to LFB Legal department on the 15<sup>th</sup> June 2018. Legal responded stating that they had no comment and that the NILO policy is clear.

**Sustainability implications**

5. The policy was sent and reviewed. There are no sustainability implications within this policy.

**Equalities implications**

6. The policy was sent and reviewed. There are no equalities implications within this policy, however it was noted that the NILO Uplift Report [FP2052] has positive implications for representation within the NILO cadre.

**List of Appendices**

Appendix	Title	Protective Marking
A	NILO Policy	

## National Inter-Agency Liaison Officer (NILO)

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### OFFICIAL

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New policy number: **XXX**  
Old instruction number:  
Issue date: **01 March 2018**  
Reviewed as current:  
Owner:  
Responsible work team:

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### Contents

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Review date: **18 December 2020**

Last amended date:

## Background

The role of the Inter-Agency Liaison Officer (ILO) was developed in 2001 by London Fire Brigade (LFB). After the initial development a number of other Fire and Rescue Services (FRS) introduced similar concepts with a range of skill sets and training.

This led to a national standard of National Inter-Agency Liaison Officers (NILOs). NILOs must be security checked to enable access to restricted information. They have access to information regarding a number of police-led operations and will co-ordinate the Fire and Rescue Services response should these operations be enacted.

There will always be a Duty NILO who will be the LFB single point of contact for partner agencies when discussing sensitive or restricted information.

Due to the potential sensitivities and effect this could have on Brigade activity, the Duty NILO reports directly to the Duty Assistant Commissioner (AC).

This policy outlines the NILO roles and responsibilities and is supported by appendix two which is protectively marked as Official-Sensitive and redacted, but available for staff with the required clearance.

## 1 NILO function

- 1.1 The NILO function complements existing Strategic, Tactical and Operational inter-agency co-ordination. Within the National Incident Command System (NICS) the role is defined as:
- A trained and qualified officer who can advise and support Incident Commanders (ICs), police, medical, military and other government agencies on the FRS's operational capacity and capability to reduce risk and safety resolve incidents at which an FRS attendance may be required.

- 1.2 The NILO role falls into two main functions:

- **Proactive response:** Intelligence-led operations where the blue light services pre-planning focus will be on risk reduction, risk and asset management and communication.
- **Reactive response and mobilising:** Where the underpinning knowledge and skills of the other agencies capabilities can be used to bring the incident to a safe conclusion.

- 1.3 There are four main categories of incident types at which the NILO will be involved:

- Conventional and CBRN(E) terrorism, including Mass Casualty Response(MCR).
- Major incidents.
- Complex or protracted police led incidents.
- Spontaneous and/or planned serious public order.

Note: whilst the initial concept of the NILO was primarily focused around the above incident types, the skills are utilised across a wide range of incidents shown in appendix one and noted in paragraph 5.6.

- 1.4 The role of the NILO will include:

- Bridge the intelligence and information sharing between the partner agencies involved.
- Improve inter-agency planning, operational preparedness, liaison and response at emergencies, terrorist-related and other critical incidents.
- Improve co-operation, communication and understanding amongst agencies on matters of organisational capacity, risk, capability and command.
- Reduce risk to the public, the Brigade, operational personnel and the environment.

- 1.5 The NILO will not normally take over incident command or take on other command functions. The command responsibility will remain with the incident commander and the NILO will act as a tactical advisor. For specific police operations the NILO can be in a command role at the Forward Command Point (FCP) or other location. This will be pending the requirements of the incident, Ballistic Personal Protective Equipment (BPPE) or security vetting.
- 1.6 NILOs will wear the appropriate clothing and identification suitable to the incident they are attending as per locally agreed protocols and will carry a NILO identification card that denotes level of security vetting and expiry date.

## **2 Management of function**

- 2.1 When responding to spontaneous incidents in support of the police or other agencies, the time constraints may not allow for full discussion of proposed response strategies with a principal officer. The NILOs, on receipt of key intelligence that requires immediate action from the LFB to safeguard first responders and members of the public, are afforded operational autonomy delegated to take any actions, so far as reasonably practicable, up to a 30-minute period.
- 2.2 Within this period, any actions required will be subject to dynamic risk assessment and an Emergency Response (ER) plan. Following the development of an ER plan, the NILO must liaise with the Duty AC at the earliest opportunity.
- 2.3 In the period beyond time of arrival plus 30 minutes, any proposed action will be subject to an analytical risk assessment and a Deliberate Action (DA) plan. NILOs must seek agreement with the Duty AC for the execution of the DA.
- 2.4 NILOs must ensure LFB personnel are only exposed to risks they are appropriately trained for.
- 2.5 Service specific equipment may be utilised by other agencies following a risk assessment and any necessary training and can be detailed within an ER or DA at an operational incident. Subsequent return to use within service is subject to full acceptance tests as required.
- 2.6 Due to the high risk nature of the incident types and delegated authority provided to the role, LFB have put in place robust structures for selection at the role of Group Manager (GM) or Station Manager (SM), initial and continual professional development training for NILOs which are aligned to the local and national NILO continuing professional development requirement that details the personnel specification.
- 2.7 During any twenty-four-hour period, there must be a duty NILO allocated as the Brigade specific point of contact for all issues that have security implications. This is not only for an operational response, but will include liaison with all duty officers where matters of protective security including premises, equipment, uniform and vehicles require notification to partners.

## **3 Risk assessment and risk reduction**

- 3.1 NILOs will be conversant with the strategic, tactical and operational responses of each of the other emergency services, government and military. They can act as a tactical advisor to other emergency services and/or incident commanders or strategic commanders as required.
- 3.2 Through awareness of inter-agency strategic and tactical plans the NILO will ensure that resources are utilised appropriately to support the delivery of safe systems of work. The evaluation of risk reduction to the public, operational personnel and the environment through timely intervention and the implementation of the role of NILOs are set against:
  - Dedicated intelligence and information links with other agencies.
  - Provision of guidance relating to the role of the NILO. Clear notification, mobilising and resource deployment triggers.

- Provision of structured training and development for NILOs.
  - Increased monitoring in the operational and inter-agency function.
  - Appropriate, timely and resilient provision of resources.
- 3.3 NILOs have access to restricted information either verbal, electronic or hard copy. They are responsible for the safety and security of all such information at all times and must conform with the requirements of their security clearance. This includes the security of items left in personal care overnight, etc. Failure to do so can result in management or police action.
- 3.4 When competing operational or training logs, ERs or DAs these must be delivered to the Special Operations Group (SOG) for noting in the Security Review Meeting (SRM) and secure storage within 21 days of completion.
- 3.5 All NILO actions must be noted on the NILO database. The duty NILO has the responsibility to ensure all activity during their twenty- four-hour period is recorded on the database within 21 days.

#### **4 Intelligence-led operations**

- 4.1 Intelligence-led planning forms an integral part of risk reduction. The NILO will plan, advise and review operational plans and this activity will be assessed in conjunction with the Duty AC or DAC as required. For sensitive or security-related incidents or operations, it may be necessary to record/store information securely with access restricted as required.
- 4.2 The NILO will advise, support and assist multi-agency commanders with planning for the safe deployment of appropriate resources. The operational risk assessment conducted by the NILO will include:
- Personnel safety.
  - Mobilising.
  - Resources.
  - Specialist service specific information.
  - Rendezvous point(s).
  - Hazards present/potential.
  - Safe routes and entry.
  - Forensic preservation.
  - Post-incident considerations.

(This is not intended to be a definitive or exhaustive list.)

#### **5 Activation, deployment and attendance**

- 5.1 The activation of the NILO will usually be routed via Brigade Control but can be via the Special Operations Group supported by the ILO Monitoring Group (ILOM) when specific intelligence is received. Such requests will primarily come from police, but potentially any other agency may request assistance or advice. Mobilising will always be via Brigade Control to ensure the appropriate recording mechanisms are generated.
- 5.2 Staff can request the Brigade duty NILO contact them for information via Brigade Control or Incident Commanders can request the attendance of a NILO via an assistance message when required to attend an incident.
- 5.3 The duty NILO is notified of a range of Incident Type Codes (ITCs). Following notification they will gather information from a range of partner agencies to deliver the appropriate response or actions without unduly delaying a Brigade response to an incident. The list of ITCs is found in appendix one.
- 5.4 Prior to any deployment the NILO will be expected to:

- Consult with the police (or other agency), the NILO will decide whether or not a Brigade attendance is required and if so, where to attend e.g. briefing, incident scene, rendezvous point, MPS Special Operations Room (SOR- GT).
  - Inform Brigade Control whether an attendance will be made and what (if any) further service actions or resources may be required.
  - In appropriate cases the NILO may not attend the incident but will provide telephone advice to emergency services partners and perform a role of remote advice and monitoring of an incident.
- 5.5 The NILO will keep Brigade Control informed of progress as appropriate. Liaison will be through the Brigade Control Officer Of the Watch (OOW).
- 5.6 Types of incidents NILOs are notified of are, but not restricted to:
- Bomb alerts/threats.
  - Suspected or actual conventional or CBRN(E) incidents.
  - Incidents involving suspect packages of solids, liquids or powders.
  - Criminal or domestic siege, hostage and hijack incidents.
  - Firearms incidents static & marauding; where a FRS attendance is required.
  - Other multi-agency incidents where they may not be another Brigade attendance
  - Pre-planning stages of other police-led incidents on request.
  - Major incident(s).
  - Requests for the use of service specific equipment to assist other agencies (such as HM Revenue and Customs) in resolving operations.
  - Complex or protracted multi-agency incidents.
  - Incidents involving public order or civil unrest.
  - Requests for advice from other agencies to assist their operations where a service attendance may not be necessary, e.g. VIP visits, police operations, environmental incidents, etc.
  - Any other incident at the request of the incident commander.
  - Any other incident at the discretion of a senior officer.
- 5.7 Due to the nature of the role and the authority delegated to the LFB NILO to potentially direct the resources of the Brigade independently of the principal management structure, it would not be appropriate for a NILO to operate across the border in a neighbouring FRS without the specific permission of the receiving FRS.

## **6 Training**

- 6.1 All NILOs must attend the national training course, complete Continuous Professional Development (CPD) training and must maintain the requirements of the person specification as noted in the national training and CPD framework.
- 6.2 The delivery and administration of the NILO training is designed and administered at local level by Inter-Agency Liaison Group (IALG) within SOG and the NILO coordination office with the support from partner agencies.
- 6.3 The training programme is developed to meet the needs of LFB Integrated Risk Management Plan, national and London CPD requirements against the risks identified by the Local Resilience Forum, National risk register and threat assessment. NILOs are required to complete a minimum of 10 days or 80 hours CPD annually.
- 6.4 To complement the formal and structured approach to training at local level, individuals will receive mandatory training. NILOs will also receive briefing notes and information containing security information that they will be required to read within a stated period and keep up to date of changing security related matters to ensure competency in role.
- 6.5 There will be national training opportunities which will be made available to LFB NILO capability.



These opportunities will be circulated by the IALG/ NILO Co-coordinator and will form part of the actions required to meet the CPD requirement.

- 6.6 NILOs will also support local and national initiatives to meet the requirements of the governments counter terrorism strategy CONTEST. An example of this is Project Argus where multi-agency emergency responders work with businesses to exercise a counter-terrorism response in a commercial environment.
- 6.7 NILOs will be expected to read protectively marked information as part of their CPD. IALG will periodically invite NILOs to complete this task at Brigade HQ. This must be completed within 21 days of the request.

## **7. Recall arrangements**

- 7.1 The NILO return to duty arrangements provide a resilient NILO response to a range of risks identified in the National Risk Register (NRR) and National Resilience Planning Assumptions (NRPA).
- 7.2 For certain incidents/events identified in the NRPA, there are planning assumptions that require multiple NILOs attendance at the earliest stages to reduce risk to LFB staff and to assist in safely resolving the incident.
- 7.3 NILOs can be recalled by the Duty NILO against agreed principles, normally following agreement of the Duty AC. This will normally be for specific NILO duties in relation to a Brigade response to police operations.

## **Conclusion**

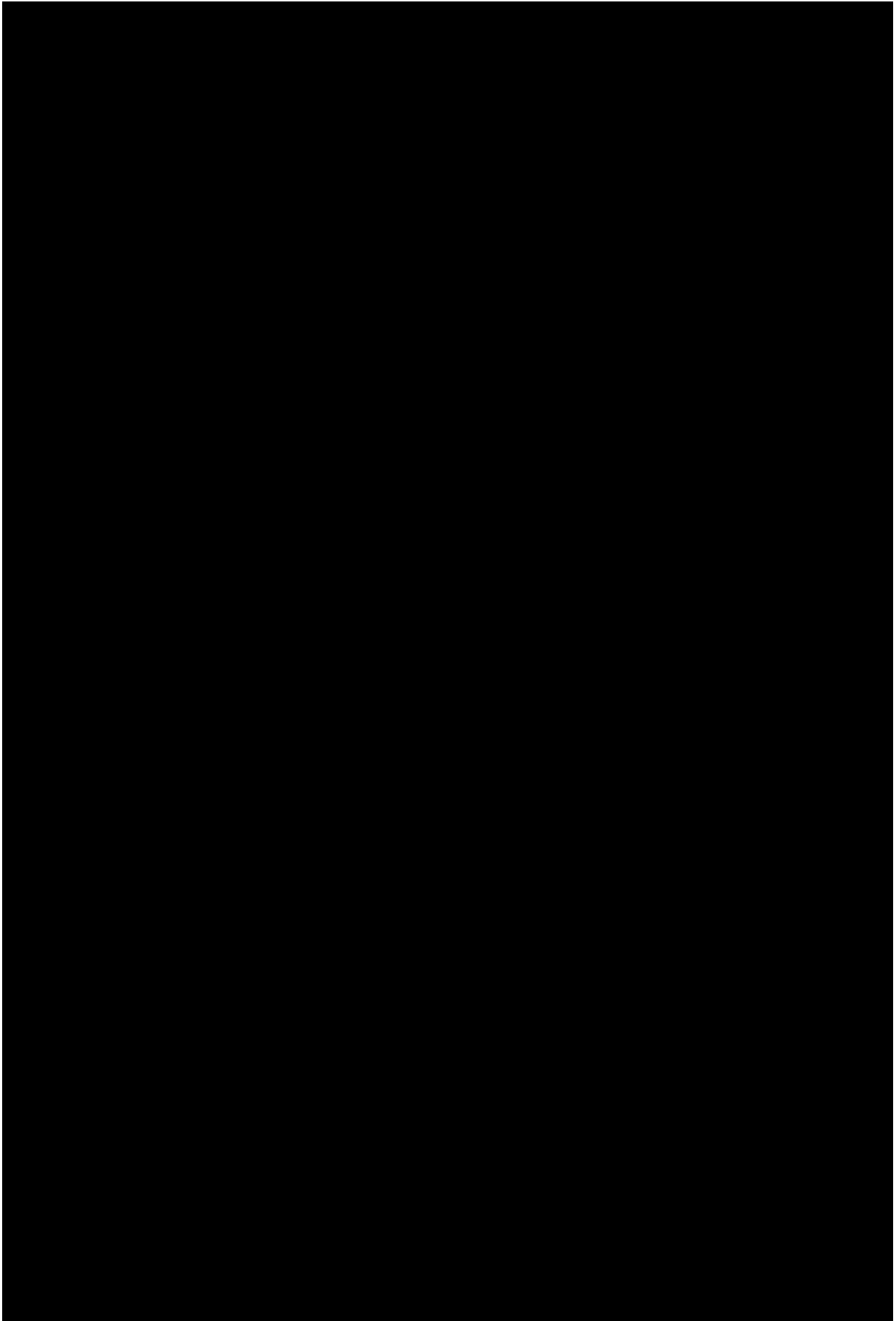
The NILO can support ICs, Brigade duty officers at scene, in strategic and tactical coordination groups, or remotely for guidance, advice and support. They are able to work in environments that can be unconventional to the Brigade. These are normally led by the police, but can be led by other services. They will be an important link between the Brigade and multi-agency partners and can obtain and deliver significant information to assist decision-making and incident resolution.

## Appendix 1

### NILO ITC notifications

- A4 Fire involving hazardous substances
- A12 Person threatening to set light to themselves or siege
- B7 Train/Tram crash
- B12 Person threatening to jump
- E1 Aircraft ground/full emergency
- E2 Threat to aircraft in flight
- E3 Aircraft accident/ accident imminent
- E4 Threat to ground installation/ act of aggression
- GO/1/2 Op P\*\*\*\* declared
- G1 Major Incident
- G2 Civil disturbance
- C0 Hazmats not covered by other ITCs
- C1 Hazmats
- C1D Deliberate release
- C11 Deliberate release below ground
- C11D Deliberate release/ Transport
- C11S BTP BA deployment
- H2 Explosives or incendiary devices
- G11 (N)ILO assessment
- CMD/ CNAT0/1/2/3 all related to Mass Decontamination
- D2 Train crash in railway tunnel
- D3 Incidents in sewers
- J1P Mid stream incidents
- J4 Hazardous substance incident on the river
- J11 Suspect/ incendiary device on the river
- J12 Suspect/ incendiary device on waterway apart from the river Thames
- J13 Aircraft/ helicopter incident on Thames
- FMP1/2 – Forward mobilising.

**Appendix 2 (Official-Sensitive)**



## Document history

### Assessments

An equality, sustainability or health, safety and welfare impact assessment and/or a risk assessment was last completed on:

EIA	11/06/18	SDIA	11/06/18	HSWIA	11/06/18	RA	13/06/18
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### Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date

### Subject list

You can find this policy under the following subjects.


### Freedom of Information Act exemptions

This policy/procedure has been securely marked due to:

Considered by: (responsible work team)	FOIA exemption	Security marking classification
Special Operations Group	Appendix 2	OFFICIAL SENSITIVE