

Decision title

Statement of Assurance 2017/18

Recommendation by

Assistant Director for Strategy and Risk

Decision Number

LFC-0090-D

Protective marking: **NOT PROTECTIVELY MARKED**

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Summary

The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. LFC-0090 presents the Commissioner's statement for 2017/18.

Decision

The Statement of Assurance for 2017/18 as approved by Mayoral Direction MD2448 is approved.

Dany Cotton QFSM
London Fire Commissioner



Date 9-4-19.

Access to Information – Contact Officer

Name	Steven Adams
Telephone	020 8555 1200
Email	governance@london-fire.gov.uk



LONDON FIRE BRIGADE

Report title

Statement of Assurance 2017–18

Report to

Commissioner's Board

Date

07 November 2018

Report by

Assistant Director, Strategy and Risk

Report number

LFC-0090

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

The London Fire Commissioner is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. This report presents the Commissioner's statement for 2017/18.

Recommendations

That the statement (and accompanying information) attached to this report is approved as the London Fire Commissioner's Statement of Assurance for 2017/18.

Background

1. The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance (SoA) in accordance with the Fire and Rescue National Framework for England. The LFC is required to "provide annual assurance on financial, governance and operational matters". To provide assurance, "fire and rescue authorities must publish an annual Statement of Assurance".

Guidance on the Statement of Assurance

2. Guidance about the Statement of Assurance has been provided by the Ministry of Housing, Communities and Local Government¹ and this has been taken into account in producing the statement.
3. The guidance indicates what must, should and may be included in statements of assurance while allowing the flexibility for fire and rescue authorities to tailor the format and presentation. The table in Appendix 1 shows what is to be included and where it can be found in the statement for 2017/18.

The Statement

4. A Statement of Assurance for 2017/18 is attached as Appendix 2 to this report. This also includes an annex which sets out how the statement meets the requirements of the National Framework, with details about where evidence can be found.
5. The focus of the Statement submitted for approval is the year 1 April 2017 to 31 March 2018. It should be noted that for this financial year the London Fire and Emergency Planning Authority (the Authority) was the body responsible for ensuring that Brigade business was conducted in accordance with the law and appropriate standards. The London Fire Commissioner (LFC) is the successor fire and rescue authority to the previous governance body (the Authority), and is presenting this statement on behalf of the Authority to demonstrate the financial, governance and operational arrangements that were in place for 2017/18, and to satisfy the requirement for a statement of assurance.

Compliance with the National Framework

6. The Statement of Assurance includes information (in the annex) that shows how the statement is compliant with the National Framework.
7. Section 25 of the Fire and Rescue Services Act 2004 requires the Secretary of State to report to Parliament every two years on:
 - a. the extent to which fire and rescue authorities are acting in accordance with the National Framework (made under section 21 of the Fire and Rescue Services Act 2004); and
 - b. any steps taken by him for the purpose of securing that fire and rescue authorities act in accordance with the Framework.
8. The Home Office has published its section 25 report to Parliament in July 2018 (the previous report was by the Secretary of State in July 2016). The report (available [here](#)) concluded:

"In accordance with the above requirement, the Secretary of State is satisfied that every fire and rescue authority in England has acted in accordance with the requirements of the National Framework, and no formal steps have been taken by the Secretary of State since the last assurance statement in 2016 to secure compliance."

¹ Guidance on statements of assurance for fire and rescue authorities in England – Ministry for Housing, Communities and Local Government (May 2013)

9. Given the conclusion of the Home Office report on the preparation and submission of previous statements, officers have adopted the approach used in previous years for the compilation of the 2017/18 Statement of Assurance.
10. However, there had been specific concerns about two fire and rescue authorities (Avon and Northamptonshire) since the last report to Parliament. Both these concerns related to compliance with the 'best value' duty. Nevertheless, in the resulting reviews of each, both authorities were found to be compliant with the National Framework.
11. It should be noted that the Secretary of State's report relates to the version of the National Framework which was published in July 2012. A revised National Framework came into force on 1 June 2018. The Independent Review of Building Regulations and Fire Safety (the "Hackitt Review") and the Grenfell Tower Inquiry may make recommendations which need to be reflected in further revisions to the National Framework. The Home Office has committed to review and update the National Framework as required to ensure any recommendations are captured. This Statement of Assurance has been published in accordance with the National Framework published in 2012, as it pertains to the year under consideration.
12. The Commissioner may also wish to note that under the new version of the framework, there is a requirement for Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to submit to the Secretary of State and lay before Parliament an annual assessment on the efficiency and effectiveness of fire and rescue authorities. It should be noted that this assessment will be made in addition to the Secretary of State's section 25 report. The Home Office will keep under review the need for the Secretary of State's report in addition to that of the Inspectorate. This will be relevant for future Statements of Assurance.

Governance changes pertaining to LFEPA/London Fire Commissioner

13. The Policing and Crime Act received Royal Assent on 31 January 2017. The Act changed the governance arrangements for fire and rescue services in London by abolishing the London Fire and Emergency Planning Authority (LFEPA) and creating the London Fire Commissioner (LFC) as a corporation sole having the functions of the fire and rescue authority for Greater London under the Fire and Rescue Services Act 2004. A new London Fire Commissioner (LFC) has been appointed by the Mayor of London.
14. Under the arrangements, the Mayor has the power to give directions and guidance to the London Fire Commissioner relating to the exercise of their functions. The London Fire Commissioner's appointed statutory deputy is the Deputy Commissioner and Director of Operations. The Mayor has also appointed a Deputy Mayor for Fire and Resilience to exercise any function of the Mayor relating to fire and rescue. The Act also places a duty on police, fire and rescue and ambulance services to collaborate, and enables Police and Crime Commissioners (PCCs) outside London to take on responsibility for fire and rescue services in England and Wales. The governance changes arising from the Act came into effect on 1 April 2018.
15. The statement presented at Appendix 2 therefore pertains to the governance arrangements that were in place during the financial year for 2017/18, the last year of the London Fire and Emergency Planning Authority.

Performance data

16. Performance data has traditionally accompanied the Brigade's Statement of Assurance. An overview of key performance highlights for 2017/18 is provided in the statement at Appendix 2 under the 'Safety outcomes in 2017/18' section. Additionally, further information is available at

Appendix 3 which provides a performance commentary looking back over the last five years. This includes two annexes providing borough data and ward data.

17. The borough and ward data in the annexes is also published in an open machine readable format (CSV) on the London Datastore, alongside the regular incident and appliance data from January 2009 onwards.

Finance comments

18. The Chief Finance Officer has reviewed this report and has no comments.

Workforce comments

19. The Statement includes matters which have been the subject of consultation with the staff side, but no staff side consultation has been undertaken on this report.

General Counsel comments

20. Under section 9 of the Policing and Crime Act 2017 (the "2017 Act") the London Fire and Emergency Planning Authority ("LFEPA") was abolished and the functions of the LFEPA were (subject to the 2017 Act) transferred to the London Fire Commissioner (the "Commissioner").
21. The Commissioner 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 Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
22. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
23. When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to 'have regard to the Fire and Rescue National Framework (the "Framework") prepared by the Secretary of State (Fire and Rescue Service Act 2004, section 21).
24. To have regard does not mean to follow slavishly, if the Commissioner wishes to depart from the framework it may, but it must show a good reason to do so. The Courts have consistently suggested that Government guidance issued under statute, as is the case here, should be given 'great weight' and should be considered 'with great care, and from which it should depart only if it has cogent reasons for doing so'. The reasoning behind any decision to depart from the framework should also be 'spelled out clearly, logically and convincingly' (*R (Munjaz) v Mersey Care NHS Trust* [2006] 2 AC 148).
25. The Framework states that 'fire and rescue authorities must publish an annual Statement of Assurance' and that 'each fire and rescue authority is expected to sign off their statement'.
26. The attached statement functions as the Authority's Statement of Assurance under the Framework.
27. Section 327G of the Greater London Authority Act 1999 states that:
 - 1) This section applies to a document which is prepared and published by the London Fire Commissioner in accordance with the Fire and Rescue National Framework and which—

- a) sets out the Commissioner's priorities and objectives, for the period covered by the document, in connection with the discharge of the Commissioner's functions, or
 - b) contains a statement of the way in which the Commissioner has had regard, in the period covered by the document, to the Framework and to any document within paragraph (a) prepared by the Commissioner for that period.
- 2) The Commissioner must, before publishing the document or any revision to it, send a copy of the document or revision in draft to the Mayor and the Assembly.
- 3) The Commissioner may not publish the document or any revision to it unless—
 - a) the Assembly has had an opportunity to review the draft document or revision, and make a report on it to the Mayor, under section 327I(1), and
 - b) the Mayor has approved the draft document or revision.
- 28. Furthermore, by direction dated 21 March 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 29. Paragraph 1.1 (b) of said direction requires the Commissioner to seek the prior approval of the Mayor before "[b] 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 that, "'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."
- 30. Paragraph 3.1 of the direction further requires the Commissioner to consult the Deputy Mayor, "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..."
- 31. Consequently, the Mayoral Direction requires the Commissioner to consult the Deputy Mayor, as far as practicably possible, in advance of seeking the Mayor's approval to send the Statement of Assurance to the Assembly.
- 32. The Commissioner may not then publish the final Statement of Assurance before the Assembly has had an opportunity to review the draft document or revision and make a report on it to the Mayor and the Mayor has approved the draft or revision.

Sustainability implications

- 33. Sustainability forms part of the assurance gathering processes which support the production of the statement.
- 34. The London Fire Brigade has in place an Environmental Management System certified to ISO 14,001 that covers the management functions of the organisation and a sample of 10 fire stations. This assures the processes in place to monitor compliance with all relevant environmental legislation and continual improvement against environmental impacts.

35. Governance processes require sustainable development impact assessments of all new or amended policies and corporate projects.
36. Governance processes are in place to monitor our procurement activity for compliance with the Public Services (Social Value) Act 2012 and that of our supply chain for their statutory responsibilities such as modern slavery.

Equalities implications

37. Equality and diversity form part of the assurance gathering processes which support the production of the statement.
38. The Public Sector Equality Duty applies to the London Fire Brigade when it makes decisions. The duty requires us to have regard to the need to:
 - a. Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Equality Act 2010. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful.
 - b. Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - c. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
39. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

List of Appendices to this report:

- a) Appendix 1 – How the Statement of Assurance meets MHCLG guidance
- b) Appendix 2 – Statement of Assurance 2017/18
- c) Appendix 3 – Performance data for five years to 2017/18

How the Statement of Assurance meets MHCLG guidance

	Section in the Statement of Assurance		
	Declaration	Finance	Governance
Statements of assurance must...			
...provide annual assurance on <u>financial</u> , <u>governance</u> and <u>operational</u> matters		x	x
...show how they have had due regard to the expectations set out in their integrated risk management plan			x
...show how they have had due regard to the requirements included in the Framework	See Annex to the Statement		
Statements of assurance should...			
...assess (their) performance across number of key areas			x
...be signed off by elected member ² of the relevant authority who is able to take responsibility for its contents.	x		
...be published annually.	On LFB web site after approval		
...include details of consultations on these (integrated risk management) plans and confirm that appropriate information was provided to enable active and informed participation.			x
...clearly state that the Authority fulfils the Framework requirements	x		
Statements of assurance may...			
...briefly set out what assessment procedures are in place with regard to the authorities' statement of accounts	x		
...set out what work authorities have undertaken to review the effectiveness of the governance framework, including the system of internal control.		x	
...consider principles of transparency.		x	
...also indicate where fire and rescue authorities have entered into agreements and/or mutual aid agreements with other relevant bodies.			x
...raise issues of issues of operational competence or delivery (for example, when advice received under health and safety or other legislation)			x
...consider making a simple declaration that the Framework requirements have been met.	x		
... include any potential improvements they have identified across their accounting, governance or operational responsibilities to communities.		x	

² The London Fire Commissioner is the relevant authority for the London Fire Brigade.

London Fire Commissioner

STATEMENT OF ASSURANCE 2017/18

Introduction

1. The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to provide an annual Statement of Assurance, providing assurance to communities and government on financial, governance and operational matters. In addition, the framework says that authorities should say how they have had due regard to the:
 - expectations set out in their Integrated Risk Management Plan (IRMP). For the London Fire and Emergency Planning Authority, as was, and the London Fire Commissioner, as is now, this is the London Safety Plan; and
 - requirements included in the Framework.
2. The purpose of this statement is to satisfy the requirement to produce an annual statement under the National Framework. The statement also provides assurance against the Framework, and to the community of London and government, with respect to the areas highlighted above for the 2017/18 year (1 April 2017 to 31 March 2018). The National Framework in place for the period covered by this statement is the version issued by the government in July 2012.
3. The preparation of this Statement of Assurance follows guidance provided by the Ministry of Housing, Communities and Local Government (MHCLG). This guidance can be found [here](#).
4. The focus of this Statement is the year 1 April 2017 to 31 March 2018. It should be noted that for this financial year the London Fire and Emergency Planning Authority (the Authority) was the body responsible for ensuring that Brigade business was conducted in accordance with the law and appropriate standards. The London Fire Commissioner (LFC) is the successor fire and rescue authority to the previous governance body (the Authority) and is presenting this statement on behalf of the former Authority to demonstrate the financial, governance and operational arrangements that were in place for 2017/18, and to satisfy the requirement for a statement of assurance.

Assurance on Finance

5. All local authority accounts are required to adopt 'proper accounting practice' based on either statutory requirements or the Code of Practice on Local Authority Accounting in the UK (the Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). These specify the principles and practices of accounting required to prepare a Statement of Accounts that 'present a true and fair view'.
6. For the financial year, 2017/18, the Director of Corporate Services has provided an annual statement summarising and supporting the annual accounts. This summary and a copy of the accounts was approved and signed off by the London Fire Commissioner in July and are publicly available.
7. An independent audit of the accounts is undertaken by an external audit provider. For the year 2017/18, this work was undertaken by Ernst and Young LLP.

8. The external audit provider undertakes a review of the accounts and forms an overall opinion which is published by 31 July each year. This follows the statutory deadline for producing the accounts having been brought forward for the financial year 2017/18.
9. A copy of the statement of accounts report for 2017/18, along with the external auditor's opinion can be found [here](#).

Efficiency Plan

10. In March 2016 the Secretary of State for Communities and Local Government invited local authorities to publish locally owned and locally driven four-year efficiency plans. An Efficiency Plan for LFEPA was subsequently agreed by London Fire and Emergency Planning Authority on 29 September 2016, which then also went on to form part of a GLA Group-wide Efficiency Plan. The planning assumptions included in that plan have been kept under review and progress against meeting the forecast budget gap was reported in the March 2018 Budget Update report (FEP2825).

Assurance on Governance

11. During 2017/18, the Authority's governance framework comprised the systems and processes, and culture and values, by which the Authority directed and controlled and the activities through which it accounted to, engaged with and led the community. It enabled the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives led to the delivery of appropriate, cost-effective services.
12. The governance framework was underpinned by a Corporate Code of Governance which set out how the Authority discharged its governance responsibilities based on the six core principles defined in the CIPFA/SOLACE *Delivering Good Governance in Local Government* guidance. This includes defining scrutiny arrangements; maintaining effective policies and procedures on whistleblowing and complaint handling (on the London Fire website); and engaging with all sections of the local community through community safety strategies and partnerships to ensure accountability. The Corporate Code of Governance was last approved by the Authority on 27 September 2012.³
13. The London Fire and Emergency Planning Authority (LFEPA) held the London Fire Brigade (LFB) to account and was assisted by four committees. Decision making arrangements were confirmed for 2017/18 following reconstitution of the Authority at the meeting in April 2017 (FEP2730). The reconstitution confirmed the roles and duties of the following Committees:
 - Resources Committee – had responsibilities for budgets, staffing and assets, and performance related to those responsibilities;
 - Strategy Committee – had responsibilities for policy and strategy for the service delivery functions of emergency response, prevention and protection, including responsibility for community engagement;
 - Governance, Performance and Audit Committee – had responsibilities for service delivery performance (excluding performance related specifically to the functions of the Resources Committee) and for all audit and governance matters, including the Annual Governance Statement; and
 - Appointments and Urgency Committee - met on an ad hoc basis as and when urgent matters or appointments dictated.

³ The LFC approved a new Corporate Code of Governance on 1 April 2018.

14. In accordance with the Localism Act 2011, arrangements had to be put in place for the appointment by the Authority of at least one Independent Person. The Independent Person(s) views needed to be sought and taken into account by the Authority before it made any decision on a formal complaint against an elected Member that it has decided to investigate. The Independent Person's views would also be sought by a Member of the Authority if that person's behaviour was the subject of an allegation and would also be sought by the Authority in relation to an allegation it had not yet decided to investigate. The Authority extended its appointment of two Independent Persons on 22 June 2017 (FEP2736) until 31 March 2018 (to coincide with the abolition of the Authority).
15. The Authority also established a Local Pensions Board (set up in 2015/16) for the firefighter pension schemes to support it on scheme governance and administration in its role as a Scheme Manager.
16. The terms of reference and delegated powers for these committees can be found [here](#).
17. The Mayor of London had powers to direct the Authority to take (or not to take) action. No new directions were received pertaining to the Authority during 2017/18⁴.
18. The system of internal control was also a significant part of the Authority's governance framework and was designed to manage risk to a reasonable level. It could not eliminate all risk of failure to achieve policies, aims and objectives; it could therefore only provide reasonable and not absolute assurance of effectiveness.
19. The system of internal control was based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
20. The preparation of an Annual Governance Statement to support the Annual Statement of Accounts is a statutory requirement for local authorities. Its purpose is to demonstrate and evidence that there is a continuous review of the effectiveness of the Authority's internal control, performance and risk management systems. The Annual Governance Statement is signed by the LFC. The latest statement for 2017/18 includes one action to improve governance and focusses on the successful transition to the new governance arrangements.
21. The governance framework has been in place at the Authority for the year ended 31 March 2018 and supports the annual budget report and statement of accounts.
22. The system of internal control comprised a network of policies, procedures, systems, reports, processes and meetings. These arrangements were in place to verify the Authority's objectives, risk management arrangements, performance management processes and financial controls. These controls were in place to:

⁴ One new Mayoral direction was received during 2017/18 (on 21 March 2018) which directed that the London Fire Commissioner Governance Direction be received and adopted on 1 April 2018. The Direction prepares for the governance changes as per the Policing and Crime Act 2017 and sets out those matters requiring the Mayor's approval, those matters requiring the Deputy Mayor for Fire and Resilience's approval, and those matters on which the Deputy Mayor for Fire and Resilience needs to be consulted. It also requires the Commissioner to follow the GLA Group Corporate Governance Framework Agreement and to follow GLA practice on staff political restrictions, based on those in the Local Government and Housing Act 1989.

- establish and monitor the achievement of the Authority's objectives through regular monitoring reports to members;
- facilitate policy and decision making via, for example, Standing Orders and the service planning process;
- ensure compliance with established policies, procedures, processes, laws and regulations, as underpinned by regular reviews carried out by internal and external auditors;
- ensure the delivery of high-quality services in an efficient and effective manner through established policies and procedures and the monitoring of performance through Directorate Management Boards, the Commissioner's Corporate Management Board, the Corporate Management Team, the Top Management Group performance meetings, the Governance, Performance and Audit Committee, the Resources Committee and the Strategy Committee;
- identify, assess and manage the risks to the Authority's objectives including risk management;
- ensure the economical, effective and efficient use of resources, and for securing continuous improvement in the way in which the Authority's functions are exercised, through the Authority's medium-term financial forecasting and budget processes, strategic and annual internal audit plans, and the budget review process;
- provide appropriate financial management of the Authority and the reporting of financial management to the Resources Committee;
- provide adherence to the Authority's values and ethical standards through the application of the leadership model and equality framework; and
- ensure proper performance management of the Authority and the reporting of performance management through the Governance, Performance and Audit Committee, the Resources Committee and the Strategy Committee.

23. The Authority had a statutory duty, each financial year, to "*conduct a review of the effectiveness of the system of internal control*" to meet the statutory requirement set out in Regulation 6(1) of the Accounts and Audit Regulations 2015. Internal audit provides independent assurance on risk management internal controls and governance arrangements within the Authority. The internal audit function was conducted by the Mayor's Office for Policing and Crime (MOPAC) for the Authority via a shared service agreement. MOPAC completed its audit plan for 2017/18 which consisted of 17 risk and assurance reviews, one management letter, 4 advisory reviews and 10 follow up reviews. From the work undertaken during the year, internal audit has concluded that the internal control framework was adequate, with controls to mitigate key risks generally operating effectively.

24. The Authority met the mandatory data publication as set out in the DCLG Transparency Code (February 2015). There is a dedicated transparency page on the London Fire Brigade website [here](#) as well as a number of data sets on the [London Data Store](#), including data for all incidents attended and resources mobilised to those incidents since January 2009 (updated monthly). The web mapping tool ([here](#)) allows users to see the numbers of different types of incidents as well as attendance times for first and second fire engines down to ward level, and is updated monthly.

25. During 2017/18, the Head of Legal and Democratic Services was the Authority's Monitoring Officer and the duties of this role were discharged in line with the Monitoring Officer Protocol agreed by the Authority on 26 March 2009 (FEP1339).

Governance changes pertaining to LFEPA

26. The Policing and Crime Act received Royal Assent on 31 January 2017. The Act changed the governance arrangements for fire and rescue services in London by abolishing the London Fire

and Emergency Planning Authority (LFEPA) and creating the London Fire Commissioner (LFC) as a corporation sole having the functions of the fire and rescue authority for Greater London under the Fire and Rescue Services Act 2004. A new London Fire Commissioner (LFC) has been appointed by the Mayor of London and under the arrangements, the Mayor has the power to give directions and guidance to the London Fire Commissioner relating to the exercise of their functions. The London Fire Commissioner's appointed statutory deputy is the Deputy Commissioner and Director of Operations. The Mayor has also appointed a Deputy Mayor for Fire and Resilience to exercise any function of the Mayor relating to fire and rescue. The Act also places a duty on police, fire and rescue and ambulance services to collaborate, and enables Police and Crime Commissioners (PCCs) outside London to take on responsibility for fire and rescue services in England and Wales. The governance changes arising from the Act came into effect on 1 April 2018.

Assurance on Operations

27. The National Framework outlines the requirements for fire and rescue authorities to provide assurance on operational matters.
28. Fire and rescue authorities function within a clearly defined statutory and policy framework. The key documents defining operational responsibilities for LFEPA were:
- The Fire and Rescue Services Act 2004
 - The Civil Contingencies Act 2004
 - The Regulatory Reform (Fire Safety) Order 2005
 - The Fire and Rescue Services (Emergencies) (England) Order 2007
 - The Localism Act 2011
 - The Fire and Rescue National Framework for England 2012
 - Policing and Crime Act 2017 (see above).
29. The purpose of this section is to provide assurance that the service was delivered in line with the Brigade's statutory responsibilities and in consideration of Integrated Risk Management Plans and local strategies, including cross-border, multi-agency and national arrangements.

Integrated Risk Management Plan (London Safety Plan)

30. The Fire and Rescue National Framework sets out the requirement that each fire and rescue authority must produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.
31. The Authority's London Safety Plan ([here](#)) – which was the Authority's corporate plan and its Integrated Risk Management Plan as required by the government's fire and rescue service national framework - set out the Authority's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them. The Plan in place for the period covered by this statement was approved by the Authority on 30 March 2017 (FEP2723) and was developed to cover the period from 2017 to 2021. An inclusive approach was taken to the development of the Plan incorporating the ideas, views and contributions from as many people as possible. Details of the public consultation undertaken can be found in the covering report to the Plan (FEP2723). Key performance indicators and targets are included in the London Safety Plan and the relevant committees have reviewed indicators and targets on an annual basis. The London Safety Plan is the extant corporate plan and Integrated Risk Management Plan for the London Fire Commissioner.

Our risk based approach

32. Each London Safety Plan is supported by a risk based approach in order to plan emergency cover. The approach taken for the current Plan (i.e. the Plan in place for the period covered by this statement) was incorporated into the London Safety Plan under the 'Risk in London' section.
33. A number of considerations make up the Brigade's approach when deciding how to provide its service. This includes:-
- the principle of equal entitlement - in the event of a serious incident, each person should be entitled to expect a broadly similar response in terms of the resources deployed and the time taken to arrive;
 - an understanding of risk in London based on the likelihood of an incident occurring and its consequences; distinguishing between likelihood and consequence, because, in general terms, different activities are carried out for each;
 - the full range of incident types that the Brigade attends;
 - incident trends - there is a strong, long-term, trend in nearly all types of incidents that demand a response from London Fire Brigade. There is a very strong relationship between where the Brigade has attended incidents in the recent past and where it attends incidents now;
 - assessment of local risk – a risk tool that shows Londoners what the Brigade knows about their local area;
 - targeting people at risk - using many information data gathering and analysis tools to identify and target those most at risk from fire; and
 - London's demography – understanding the relationship between the number of people and buildings in London and the number of emergency incidents.

Safety outcomes in 2017/18

34. Key performance indicators and targets are agreed as part of the London Safety Plan and are reviewed on an annual basis. All key LSP targets and commitments, as well as key projects, were subject to scrutiny and monitoring by the Resources, Strategy, and Governance, Performance and Audit Committees.
35. The Authority refreshed its targets for 2017/18 as part of the new London Safety Plan. Overall, the Authority had performed well against the majority of its targets for 2017/18. This information is available online in the annual end of year performance report on the London Fire website under 'Information we publish' (via the following link <https://www.london-fire.gov.uk/about-us/transparency/information-we-publish/>). Commentaries against performance can also be found in the performance reports to the Governance, Performance and Audit Committee and the Resources Committee.
36. Overall, performance, and safety outcomes for Londoners, for 2017/18 reveals that the majority of indicators set as part of the London Safety Plan are on target. The key headlines are:
- Total incidents attended by the London Fire Brigade in 2017/18 (104,694) decreased slightly compared to the previous year (104,721),
 - The number of primary fires attended in 2017/18 (10,615) was almost the same as the previous year (10,618)
 - The number of dwelling fires (5,641) increased by 2.5 per cent compared to the previous year (2016/17) but the long-term trend was down by 6 per cent compared to five years earlier (2013/14).

- Over 83,336 home fire safety visits (HFSV) have been conducted and is well in excess of the target of 73,000 for 2017/18.
- The number of arson incidents (i.e. all fires of deliberate motive) (3,763) saw a large reduction of 10 per cent compared to the previous year (2016/17), reversing the trend which had seen arson incidents increase over the previous two years
- The total number of fire fatalities for 2017/18 based on the 10-year rolling average was 51. There were 110 fire deaths in 2017/18 which is higher than the 44 fire deaths in 2016/17. This includes the fire fatalities which occurred at the tragic Grenfell Tower fire on 14 June 2017. More on this incident is provided later in the statement.
- The number of serious fire injuries (686) for 2017/18 increased over the previous year (542) and reflects the challenging year which the Brigade faced. This number also includes injuries as a result of the Grenfell Tower fire. Performance in this area is now worse than it was five years ago (647 in 2013/14). However, the overall number of total injuries from fire continues to fall to 966 for 2017/18 which represents a 17 per cent improvement over the position five years ago (1,164 in 2013/14).
- Our headline indicator for primary fires in non-domestic properties (H3) focusses on those property types covered by the Regulatory Reform (Fire Safety) Order 2005 (RRO). There were 1,986 fires in these types of building in 2017/18, and this is a 2 per cent increase over the end of year position for 2016/17 (1,952). However, performance remains within target.
- The speed of attendance to incidents by both first and second fire pumping appliances continues to remain well within the performance targets (6 minutes and 8 minutes, on average, respectively). On average, a first appliance arrived at an incident in 5 minutes 14 seconds and a second appliance in 6 minutes 35 seconds. The first appliance arrived within 10 minutes on over 96 per cent of occasions.
- The number of unwanted calls (false alarms) caused by automatic fire alarms (AFAs) in non-domestic buildings (22,017) increased by 0.5 per cent compared to the previous year (21,929 - 2016/17). This means the indicator is off target although it should be noted that the target was revised to 20,000 for 2017/18. Compared to the year end position five years ago however, this still represents a reduction of 5 per cent (23,235 – 2013/14).

Grenfell Tower fire

37. On 14 June 2017, the Brigade received the first of multiple calls to a fire at Grenfell Tower in North Kensington. The fire affected all floors of the 24 storey building and was declared a major incident by the Brigade. The fire was the biggest incident and loss of life the Brigade has seen since the Second World War.
38. Following the fire, the Brigade initiated an investigation to establish and understand the facts of the fire and the LFB response in order to fulfil its statutory duty to review its response and identify operational learning. This work is also key in preparing the organisation to support the Public Inquiry, Metropolitan Police Service (MPS) investigation and any subsequent Inquest proceedings. The investigation and associated activities are headed at a strategic level by a Deputy Assistant Commissioner who has determined key work streams and seconded Brigade staff into established posts to form a core team to support these functions. This team is known as the Grenfell Tower Investigation and Review Team (GTIRT).
39. GTIRT is a stand-alone investigative group that will provide updates to the organisation, operating outside the established Brigade organisational structures but within the parameters of a Terms of Reference agreed by the London Fire Commissioner. However, so as not to risk compromising any criminal proceedings and given that the MPS has primacy for managing the investigation, it

has been agreed that the LFB will keep the MPS Senior Investigation Officer (SIO) apprised of all aspects of its own review work.

40. Her Majesty's Government, under the Inquiries Act 2005, opened a Public Inquiry into the Grenfell Tower fire in September 2017, and appointed the retired Court of Appeal Judge Sir Martin Moore-Bick as the Chairman. The Authority applied to the inquiry to be a core participant, to allow the Authority to take a full part in the proceedings.
41. The police investigation and public inquiry into the fire, potential future inquests into the deaths of those who sadly lost their lives and the review into the Brigade's own operational response means its impact will continue to be felt for a long time, and officers will be mindful of this.

Operational competence

42. The Authority had a statutory duty to ensure that all operational staff were trained to undertake their role effectively and safely. Training requirements for operational staff include a number of generic core risk critical skills that all staff must develop and maintain. These core skills are set out in a formal Brigade policy - "The development and maintenance of operational professionalism" (DaMOP).
43. Training within the London Fire Brigade (LFB) is divided into two main areas:
 - *Acquisition of skills training* – The initial learning phase. The Authority's external training provider is responsible for acquisition of skills training. This includes the training of newly appointed firefighters as well as the development of new skills for more experienced staff undertaking new or modified roles.
 - *Maintenance of skills training* - Once the initial acquisition of skills training has taken place, it will be necessary for staff to practise their skills, knowledge and understanding, in conjunction with, and in addition to, their existing skills, knowledge and understanding. This 'practice' is what is referred to as maintenance of skills training.
44. The Brigade's dynamic and intelligent operational training (DIOT) process has been in place for a number of years to support the maintenance of operational competence. The DIOT process identifies and responds to risk-critical issues that have the potential to effect operational performance (and staff). The process monitors operational and training performance, identifying developmental trends and provides mechanisms, including the implementation of training interventions to support operational staff.
45. At the heart of the process is effective information gathering which allows crews, monitoring officers and specialist officers, to record and identify developmental trends arising from incidents and training events. Information is recorded that describes individual and team performance and captures the issues related to training, equipment and procedures. The Operational Professionalism Board, chaired by the Deputy Commissioner, Safety and Assurance receives regular reports summarising the information gathered, and makes decisions about changes to and new training interventions, as well as communication/awareness via the Operational News internal publication.
46. The DIOT process is linked to DaMOP which sets out what is required to enable staff at stations to maintain their professionalism by continually developing their skills, knowledge and understanding. The DIOT process is closely aligned to the requirements of "HSG 65 - Successful Health and Safety Management" produced by the Health and Safety Executive.
47. During 2018/19, a review of DaMOP will take place, and will aim to deliver a new framework and internal assurance process that integrates local and centralised training (where appropriate) in

order to ensure that the organisation and individuals in operational, Control and specialist roles are able to demonstrate maintenance of their professional competence. Improving our systems will be a key part of this project.

48. The Brigade is a learning organisation and continually strives to maintain and improve operational competence, and the DaMOP process is a central strand to this. The Brigade is also mindful of recommendations that may arise through formal inquiries and inquests. The past 18 months have been challenging for the Brigade in terms of the types of incidents it has faced, and this includes the Grenfell Tower fire and the Westminster and London Bridge terrorist attacks. As an active participant in the Grenfell Tower fire Public Inquiry, the Westminster Inquest, and the London Bridge Inquest, the Brigade will carefully review the outcomes and recommendations arising from each.
49. Matters of operational competence were reported regularly to the Resources Committee through standard performance reports. This included trend reporting on health and safety events (RIDDORs), and training performance. An annual health and safety report was also provided to the Committee in July providing a full overview of performance against key health and safety indicators. This included preventative initiatives and interventions, premises audits, occupational health, workforce liaison, and compliance and liaison with the Health and Safety Executive (HSE).
50. The number of **Safety events reported under RIDDOR** first dipped below 100 events two years ago (in 2015/16). These events are those more serious events required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. The figure for 2017/18 of 82 RIDDOR reportable injuries is an increase over the record low figure reported for 2016/17 (73) but it is a significant improvement over the high point of the last five years (133 in 2014/15). Additionally, as part of the development of the London Safety Plan (2017), officers have introduced new targets/ context measures to specifically monitor key safety areas. This includes injuries on the incident ground and injuries to members of the public through road traffic collisions with brigade vehicles.
51. Officers are also able to confirm that the Brigade does not have many serious injuries (i.e. we have very few 'specified' injuries under RIDDOR) and the incidents continue to mainly relate to slips, trips and falls and the moving and handling of operational equipment (as in previous years). The improvement reflects work by officers to improve health and safety awareness, including a premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on Brigade premises.

Mutual aid agreements

52. Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and emergencies within their area, and in other areas in line with mutual aid agreements. We refer to these arrangements as 'cross border' and resources that may be requested to deploy cross-border are mobilised under mutual aid arrangements provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA).
53. The Brigade holds mutual agreements with all its surrounding fire and rescue authority areas. Incidents where there could be resources from two or more fire and rescue services are a relatively common occurrence between the Brigade and the six surrounding fire authorities namely – Hertfordshire, Essex, Kent, Surrey, Royal Berkshire, and Buckinghamshire. Brigade resources may also be mobilised cross border to 'standby' at neighbouring FRS stations. Deployments for 2017/18 show that the Brigade mobilised to 465 cross border incidents. This is a decrease from 2016/17 (549). Similarly, the number of incidents (836) attended by neighbouring authorities for incidents in London is also a decrease over 2016/17 (863).

54. Charging neighbouring fire and rescue authorities for the use of Brigade resources under section 13/16 of the FRSA was introduced in April 2014. This has been reciprocated by most neighbouring fire and rescue authorities who are now also charging the Brigade for the use of their resources.

National resilience

55. For the purposes of this document, national resilience is defined as the capacity and capability of fire and rescue authorities to work together and with other Category 1 and 2 responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as (but not limited to) those identified in the [National Risk Register of Civil Emergencies](#).

56. It refers to risks that need to be planned for on a strategic, national basis because their impacts and consequences would be of such scale and/or complexity that local resources would be insufficient, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.

57. The National Framework makes clear there is a need to plan for, and occasionally respond, to incidents of such scale and/or complexity. Thus, the Government retains strategic responsibility for national resilience, though, of course, it is heavily reliant upon local fire and rescue authorities in support of this. And so, the National Framework sets out the requirement of Fire and Rescue Authorities to work collectively but also with the Fire and Rescue Strategic Resilience Board to provide assurance to government that:

- Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified;
- Existing specialist national resilience capabilities are fit-for-purpose and resilient; and
- Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient.

58. The National Resilience Programme is one part of the Ministry for Housing, Communities and Local Government's contribution to the Government's Civil Contingencies Capabilities Programme. The strategic aim is to continue to enhance preparedness and resilience of the fire and rescue services in England and Wales by maintaining and improving the capability of the National Assets. The programme consists of a number of distinct capabilities. These are:

- Chemical, Biological, Radiological, Nuclear and Explosive CBRN(E);
- Urban Search and Rescue (USAR);
- Water and High Volume Pumping (HVP); and
- Command and Control.

59. Twenty per cent of the National Resilience assets are located within the Brigade area reflecting the importance of the capital city to national resilience in providing these capabilities to both the London region and the rest of the country. The Brigade hosted the co-ordination of these national assets at the London Operations Centre (LOC) up to 31 March 2017. The function has since moved to the National Resilience Assurance Team in Merseyside.

60. The Brigade has a full USAR capability, as part of the resilience programme, for providing fire and rescue services with a national capability to respond and effectively manage large-scale structural collapses and heavy transportation type incidents. This national capability is designed to augment existing local and specialised planning arrangements within Brigades or regions. As part of this national capability, the LFB provides USAR trained personnel to respond to incidents outside of the Brigade area.

61. Assessment and assurance regarding the Brigade's USAR capability is exercised through the National Resilience Assurance Team (NRAT). The assurance process has been developed as a long term procedure to ensure that the fire and rescue services which have received National Resilience assets, achieve and maintain an efficient, robust and effective operational capability to respond to national and major emergencies. In previous years, this has centred on thematic reviews, including multi-capability and the dedicated use of equipment and vehicles. The assessment process has now changed to a three year rolling programme. At a high level, the process works as follows:
- Year 1 – Self-assessment
 - Year 2 – Coordinated exercise with direct observation by NRAT
 - Year 3 – National or regional exercise
62. The Brigade has recently completed year three of the programme. The NRAT assessor programme focusses on areas such as USAR worksite management and coordination, planning, logistics, operations, worksite safety and structural monitoring and intra/inter-operability. During 2017/18, two exercises were carried out, 'Black Kite' in June 2017 and 'Dark Fell' in March 2018. The general observations from the exercises concluded that the *"professionalism and enthusiasm demonstrated by the USAR teams during both exercises was in the main exemplary throughout. The partnership working demonstrated during both exercises underpinned the value that the Joint Emergency Services Interoperability Programme (JESIP) principles provide with effective collaborative principles being repeatedly demonstrated. Feedback from a wide range of participating organisations was very favorable towards the USAR teams."*
63. Brigade staff also lead the fire and rescue service nationally in terms of the sector's role in the government CONTEST strategy. This involves working collaboratively with colleagues from the other blue light agencies as well as government departments to develop multi-agency operational capabilities for responding to a wide range of terrorist related threats. London has successfully introduced the concept of inter-agency liaison officers (ILOs) to UK fire and rescue services and the National ILO coordinator is a London officer. The Londoner Fire Commissioner is the National Fire Chief Council's Fire and Rescue Service Strategic Counter-Terrorism lead.

Business Continuity

64. There are a number of identified infrastructure and workforce related risks that are relevant to the Brigade. These can largely be divided into two categories: those risks that have the potential to place high levels of demand on the operational service (major incidents and emergencies) and those risks that have the potential to disrupt the service (business disruptions).
65. The Brigade has established business continuity arrangements in place. Since 2005 there has been a formal business continuity programme which has led to the successful identification of the activities that are critical to the organisation, enabled the exploration of the dependencies that exist between them and has assisted in the development and review of business continuity plans.
66. It is important that continuity arrangements are tested to assess their adequacy and to incorporate lessons learnt from testing to further improve plans. A number of other larger scale exercise arrangements and real life events have also taken place since the last statement to the Authority. These are detailed below.

Exercise Ancient Mariner

67. On the 26 April 2017, the Brigade's business continuity coordinators ran an exercise specifically designed to test the Commissioner's Group as part of the Strategic Response Arrangements

(SRA). The exercise was designed to simulate the effects of a contamination and subsequent disruption to the water supply in a heavily populated area of London.

68. The scenario focused on an interruption of the water supply to areas of Southwark and Lambeth, which included the Brigade's HQ and several fire stations, as well as hospitals, tower blocks and major transport hubs. The exercise tested the ability of the Commissioner's Group to strategically manage an evolving situation, including maintaining staff health and safety whilst ensuring operational cover, redirecting resources appropriately, developing an effective communication strategy (internal and external) and preparing for evacuation of HQ and a controlled fall back to the LOC (Merton) and other designated Brigade premises.

Business disruptions

69. 2017/18 has seen a unprecedented number and variety of potential business disruptions that have or had the potential to impact on the Brigade's provision of service and business continuity arrangements. Below is a list of the major incident that required an enhanced response and resulted in the Brigade standing up elements of its business continuity arrangements.

Cyber attack – 12 May 2017

70. On Friday 12 May 2017, a worldwide cyber-attack took place, which within 24 hours was reported to have infected more than 230,000 computers in over 150 countries. Most notably in the UK, the National Health Service was impacted by the ransomware.
71. Brigade ICT systems were not impacted and once ICT were made aware of the attack, a series of measures were initiated to ensure that the risks to brigade systems were as low as possible. Whilst a significant number of systems already had the necessary security patches applied, additional work was undertaken to bring remaining systems up to date. This included bringing forward planned security related work that had been scheduled to take place out of hours.

Manchester Arena bombing - 22 May 2017

72. A shrapnel-laden homemade bomb was detonated outside Manchester Arena following a concert, the explosion killed 23 people and injured more than 250. Due to the following investigation carried out by Greater Manchester Police, the UK's terror threat level was raised to "Critical", its highest possible level. As a result, the Brigade increased its protective security arrangements within all its premises, and elements of the SRA were moved to alert before the threat level was reduced back down to "Severe" the following day.

London Bridge attack - 3 June 2017

73. A van occupied by three assailants struck a number of pedestrians on London Bridge before crashing into a bollard. The three assailants then exited the vehicle and proceeded to stab members of the public in the surrounding area and within local establishments, resulting in eight fatalities and 48 injuries.
74. The emergency services response to the incident took less than 8 minutes, with the MPS, LAS and LFB standing up their respective Strategic Response Arrangements. In accordance with the SRA policy, the Brigade stood-up the Brigade Coordination Centre (BCC) and Commissioner's Group (CG), enabling the Brigade to effectively assist partner agencies with the multi-agency response required.

Parsons Green attack - 15 September 2017

75. An attempted terror attack targeting the underground network took place at Parson Green Station during the morning rush hour on 15 September. An improvised explosive device was

activated on a tube carriage, but failed to detonate properly. However, thirty people were injured as a result of flash burns from the detonator.

76. Shortly after the event the UK Terror threat level was raised to 'Critical' , the Brigade activated the SRA arrangements and the BCC/CG were both stood up until the threat level was downgraded back to 'Severe' on the 17 September 2017.

Contingency arrangements

77. In addition to the business continuity requirements of the Civil Contingencies Act 2004, fire and rescue authorities also have a statutory duty under Section 7 of the Fire and Rescue Services Act 2004 to "secure the provision of the personnel, services and equipment necessary to efficiently meet all normal requirements". To meet the requirements of this duty, there are contingency arrangements (emergency fire crew capability (EFCC)) to deploy emergency fire crews and fire appliances capable of delivering services within a defined concept of operations. These arrangements have not needed to be used during 2017/18.

Assurance Declaration

78. This statement functions as the Authority's Statement of Assurance under the Fire and Rescue Service National Framework. Officers are satisfied that the Authority's system of internal control fulfils the requirements of the National Framework., and that the Authority's financial and governance and operational assurance arrangements are adequate and operating effectively.

Dany Cotton QFSM

London Fire Commissioner

Date: November 2018

Annex to the Statement of Assurance – Key evidence of compliance with the National Framework (2012)

	Requirement	Compliance Evidenced by:-Source Documents/Processes
Section 1: Safer Communities		
Identify and assess	<ul style="list-style-type: none"> Each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate. 	<ul style="list-style-type: none"> London Safety Plan incorporating sections on: <ul style="list-style-type: none"> - Risk in London - Helping to make London safe - Responding in an emergency - Responding effectively (working with neighbouring brigades) Assessment of local risk
Prevent and protect	<ul style="list-style-type: none"> Fire and rescue authorities must work with communities to identify and protect them from risk and to prevent incidents from occurring. Each fire and rescue authority integrated risk management plan must: <ul style="list-style-type: none"> o demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way; and o set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat. 	<ul style="list-style-type: none"> LSP Commitments: LSP1, 2, 3, 4, 5, 6, 8, 9, 11, 12 Home Fire Safety Full Guide (on website) Essential reading for businesses and organisations (on website) London Safety Plan - Section on Helping to make London safe, incorporating an integrated community safety programme, working smarter with people and businesses, wellbeing in the community, strategic partnerships to reduce risk, community safety investment fund. London Safety Plan - Section on Helping to make London safe, incorporating enforcing fire safety laws, understanding our approach, protecting heritage buildings in London, understanding complex buildings, high rise.
Respond	<ul style="list-style-type: none"> Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements, and reflect this in their integrated risk management plans. 	<ul style="list-style-type: none"> London Safety Plan - Responding in an emergency Section 13/16 agreements

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	Requirement	Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks. 	<ul style="list-style-type: none"> Strategic Response Arrangements Corporate Business Continuity Policy Capitalguard London Local Authority Coordination Centre London Local Resilience Forum
	<ul style="list-style-type: none"> Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver intra-operability. 	<ul style="list-style-type: none"> Cross Border agreements (section 13/16 agreements) National resilience assets National operational guidance programme
	<ul style="list-style-type: none"> Fire and rescue authorities must collaborate with other fire and rescue authorities, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability. 	<ul style="list-style-type: none"> London Local Resilience Forum National Inter-agency liaison officer – LFB officer Inter-agency liaison offers (ILOs)
Resilience	<ul style="list-style-type: none"> Fire and rescue authorities need to have the necessary capability in place to manage the majority of risks that may face their areas, either individually or collectively through collaborative arrangements with other fire and rescue authorities and responders. 	<ul style="list-style-type: none"> London Risk Register London Local Resilience Forum and partnership arrangements National resilience assets Cross Border agreements (section 13/16 agreements)
	<ul style="list-style-type: none"> Fire and rescue authorities must engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making in relation to national resilience. 	<ul style="list-style-type: none"> Commissioner - member of FRSRB and National Resilience Lead for CBRN(E)
	<ul style="list-style-type: none"> Fire and rescue authorities' risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience (as defined above). 	<ul style="list-style-type: none"> LSP commitment: LSP15 Operational Resilience Department Special Operations Group Assessment by NRAT
	<ul style="list-style-type: none"> As part of their analysis, fire and rescue authorities must highlight to the Department, or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action. 	<ul style="list-style-type: none"> LFB lead in CONTEST strategy
Capability building	<ul style="list-style-type: none"> Fire and rescue authorities must work collectively, through the Fire and Rescue Strategic Resilience Board, to agree with the Department whether and/or how to address any capability gaps identified through the gap analysis. 	<ul style="list-style-type: none"> Commissioner – member of FRSRB

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	Requirement	Compliance Evidenced by:-Source Documents/Processes
Working in partnership	<ul style="list-style-type: none"> In order to meet the requirements of this Framework, fire and rescue authorities must work in partnership with their communities and a wide range of partners locally and nationally. 	<ul style="list-style-type: none"> Borough Commander - community lead Crime and disorder partnerships Youth work Adult safeguarding Primary Authority Partnerships
Communities planning their FRS	<ul style="list-style-type: none"> Each fire and rescue authority integrated risk management plan must: <ul style="list-style-type: none"> be easily accessible and publicly available; reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners; and cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework; and reflect up to date risk. 	<ul style="list-style-type: none"> London Fire website, hardcopies on request Consultation process (LSP covering report – FEP 2723) LSP - 4 year plan with review <ul style="list-style-type: none"> - Annual assessment of risk
Section 2: Accountable to Communities		
Transparent scrutiny arrangements	<ul style="list-style-type: none"> The fire and rescue authority must hold their Chief Fire Officer/Chief Executive to account for the delivery of the fire and rescue service. 	<ul style="list-style-type: none"> Authority meetings Delegated authority arrangements Committee constitution/Terms of reference
	<ul style="list-style-type: none"> Fire and rescue authorities must have arrangements in place to ensure that their decisions are open to scrutiny. 	<ul style="list-style-type: none"> Committee/Authority papers on London Fire Public attendance at meetings Trade unions consultation
Transparent data	<ul style="list-style-type: none"> Fire and rescue authorities must make their communities aware of how they can access data and information on their performance. 	<ul style="list-style-type: none"> Data and transparency arrangements - London Fire London Datastore
Section 3: Assurance		
Assurance	<ul style="list-style-type: none"> Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual Statement of Assurance. 	<ul style="list-style-type: none"> Annual Governance Statement Statement of Assurance
National resilience	<ul style="list-style-type: none"> In addition to the assurance arrangements detailed above, fire and rescue authorities must work collectively, and with the Fire 	<ul style="list-style-type: none"> Commissioner – member of FRSRB LFB lead in CONTEST strategy

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	Requirement	Compliance Evidenced by:-Source Documents/Processes
assurance	<p>and Rescue Strategic Resilience Board, to provide assurance to Government, that:</p> <ul style="list-style-type: none"> - risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified; - existing specialist national resilience capabilities are fit-for-purpose and resilient; and - any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient. 	<ul style="list-style-type: none"> ▪ National Resilience Assurance Team ▪ National resilience assets ▪ Exercise programmes – USAR, Unified Response ▪ Lambeth Blue Light Demonstration Day
Section 4: Context, Timescale, Scope		
Legislation	<ul style="list-style-type: none"> ▪ Section 21 of the Fire and Rescue Services Act 2004 provides the statutory basis for the Framework and requires fire and rescue authorities to have regard to the Framework in carrying out their functions. 	<ul style="list-style-type: none"> ▪ London Safety Plan ▪ Annual Governance Statement ▪ Statement of Assurance
Support and intervention	<ul style="list-style-type: none"> ▪ The expectation of the Government is that fire and rescue authorities, and their political and professional leadership, have proactive processes in place that provide support and lead improvement. In this context, improvement is delivered through peer led responses and effective partnership working. 	<ul style="list-style-type: none"> ▪ London Blue Light Collaboration Programme ▪ National Operational Guidance ▪ JESIP ▪ Know the Plan ▪ Primary Authority Partnerships